

(b)(6);(b)(7)(C)

Subject: 3R
Location: (b) (7)(E) Acces Code (b) (7)(E)

Start: Sat 3/4/2017 9:00 AM
End: Sat 3/4/2017 9:30 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

(b) (5)



U.S. Customs and
Border Protection

(b) (5)



(b) (5)

(b)(6);(b)(7)(C)

Subject: 15 Minute Budget Briefing
Location: Chief's Teaming Area

Start: Fri 3/10/2017 1:00 PM
End: Fri 3/10/2017 1:15 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: HOOVER, CRINLEY S
Required Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP); VITIELLO, RONALD D (USBP)

Purpose: XD Hoover would like to give B1/B2 a 15 minute strategic budget briefing.

POC:

(b)(6);(b)(7)(C)

Operations Officer
Adjutant to Executive Director C. Scott Hoover
Mission Readiness Operations Directorate
U.S. Border Patrol
c. (b)(6);(b)(7)(C)
o. (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Academy Discussion

Location: 6.5B (b)(7)(C)

Start: Wed 3/29/2017 12:00 PM

End: Wed 3/29/2017 1:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6), (b)(7)(C); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C

Discussion on the transition to 117.

(b)(6);(b)(7)(C)

Subject: ADS Brief

Location: USBP Conference Room (b)(6);(b)(7)(C)

Start: Wed 3/8/2017 9:00 AM

End: Wed 3/8/2017 9:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: VITIELLO, RONALD D (USBP)

Required Attendees: PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: After Brief - Discussions Wall IPT
Location: Teaming Area

Start: Thu 3/30/2017 6:30 AM
End: Thu 3/30/2017 7:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: HUFFMAN, BENJAMINE C

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Optional Attendees: (b)(6);(b)(7)(C)

- Chief Huffman would like to brief leadership & further discuss the significance of the Wall IPT meeting on 3/29—as well as seek continued input to develop a directed path forward.

(b) (6), (b) (7)(C)

Subject: Agency Leadership Council (ALC) Meeting
Location: Commissioner's large conference room

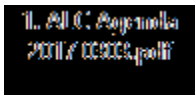
Start: Fri 3/3/2017 12:00 PM
End: Fri 3/3/2017 12:45 PM

Recurrence: Weekly
Recurrence Pattern: every 2 week(s) on Friday from 12:00 PM to 1:30 PM

Meeting Status: Accepted

Organizer: MCALEENAN, KEVIN K

Required Attendees: Owen, Todd C (AC OFO); VITIELLO, RONALD D (USBP); ALLES, RANDOLPH D; (b) (6), (b) (7)(C); (b) (6), (b) (7)(C); OC BRIEFING STAFF; SEO, MICHELLE J; FLANAGAN, PATRICK S; YOUNG, EDWARD E; (b) (6), (b) (7)(C); KOLBE, KATHRYN; (b) (6), (b) (7)(C); WAGNER, JOHN P; LOWRY, KIM M; FALK, SCOTT K (OCC); (b) (6), (b) (7)(C); PEREZ, ROBERT E; (b) (6), (b) (7)(C); CARPIO, PHILIP (OCC); SMITH, FREDERICK B (OCC); COUREY, MARC BENNETT (OCC); PROVOST, CARLA (USBP)



This meeting (ALC) REPLACES the ORRB and the Recurring Realignment ESC Meetings.



AGENDA

Agency Leadership Council

March 3, 2017

9:30 – 10:15

9:30 – 10:15

Legislative Proposals

OCA/OCC

*Decision Requested: Approval of prioritized
list of legislative proposals*

Note: In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.



AGENDA

Agency Leadership Council

March 24, 2017

12:00 – 1:30

12:00 – 12:45	Office of Trade Economic Benefits Model <i>Decision Requested: N/A</i>	OT
12:45 – 12:50	Use of Force Reporting Incidents <i>Decision Requested: N/A. Update on changes to reporting policy</i>	OS
12:50 – 1:30	Executive Order Updates – FY18 Passback <i>Decision Requested: Commissioner and ALC member guidance on FY18 Passback</i>	ES/OF

Note: In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.

IMPACT: WHAT IS OT'S IMPACT ON THE AMERICAN ECONOMY?

\$10.25B

In benefits to the American economy as a result of CBP's FY 2016 investment of \$132M in the Office of Trade:

**\$4.12B**

Benefit to Producers

- Providing cheaper intermediate goods, and protecting domestic producers from competition against illegal and subsidized goods
- Enabling producers to receive higher profits (producer surplus)

**\$5.18B**

Benefit to Consumers

- Protecting consumers against unsafe/illegal goods, and providing cheaper finished goods
- Yielding more jobs and higher compensation equivalent to **77 thousand jobs** for domestic workers

**\$0.95B**

Benefit to Government

- Improving and streamlining processes for trade enforcement and facilitation activities
- Enabling increased efficiency and collection of government revenue through duties and taxes

MISSION: HOW DOES OT ACHIEVE THESE BENEFITS?

OT promotes fair and legal trade by overseeing activities leading to three trade value chains



Oversight of trade enforcement and facilitation is provided by these key OT personnel

Distribution of OT's 850+ FTEs



TTO Specialist
Develops & manages trade technology, systems, and capabilities



International Trade Specialist
Manages enforcement operations and targeting, develops policies, and analyzes trade data



Customs Auditor
Executes field audits, reviews and ensures compliance of audits



Customs Attorney
Prepares rulings, decisions, regulations, policies, and trainings, and provides technical legal guidance



National Import Specialist
Creates binding rulings, and advises internal/external trade stakeholders



Paralegal
Processes cases, reviews seizures and penalties, and creates policy memos



Other
Performs administration & oversight activities

Key: = 25 OT FTEs

ROI: WHAT IS OT'S RETURN ON ITS INVESTMENTS IN TRADE ACTIVITIES?

Investments in OT trade activities creates measurable benefits for the American economy

**\$131.50 M**

FY 2016 Investment in OT

**\$10.25 B**

FY 2016 Economic Benefit

**\$77.95**

Economic Benefit per OT \$



OBJECTIVE: WHAT IS THE EBM AND HOW CAN IT HELP OT?

The aim of the EBM is to **demonstrate OT's operational impact and value on the American economy** by estimating the economic benefit of OT activities and their contributions to trade outputs



Increase Cost Transparency

Calculate and align OT's costs to activities and trade outputs



Demonstrate OT's Impact

Demonstrate the ROI and measuring the value of OT resources and activities

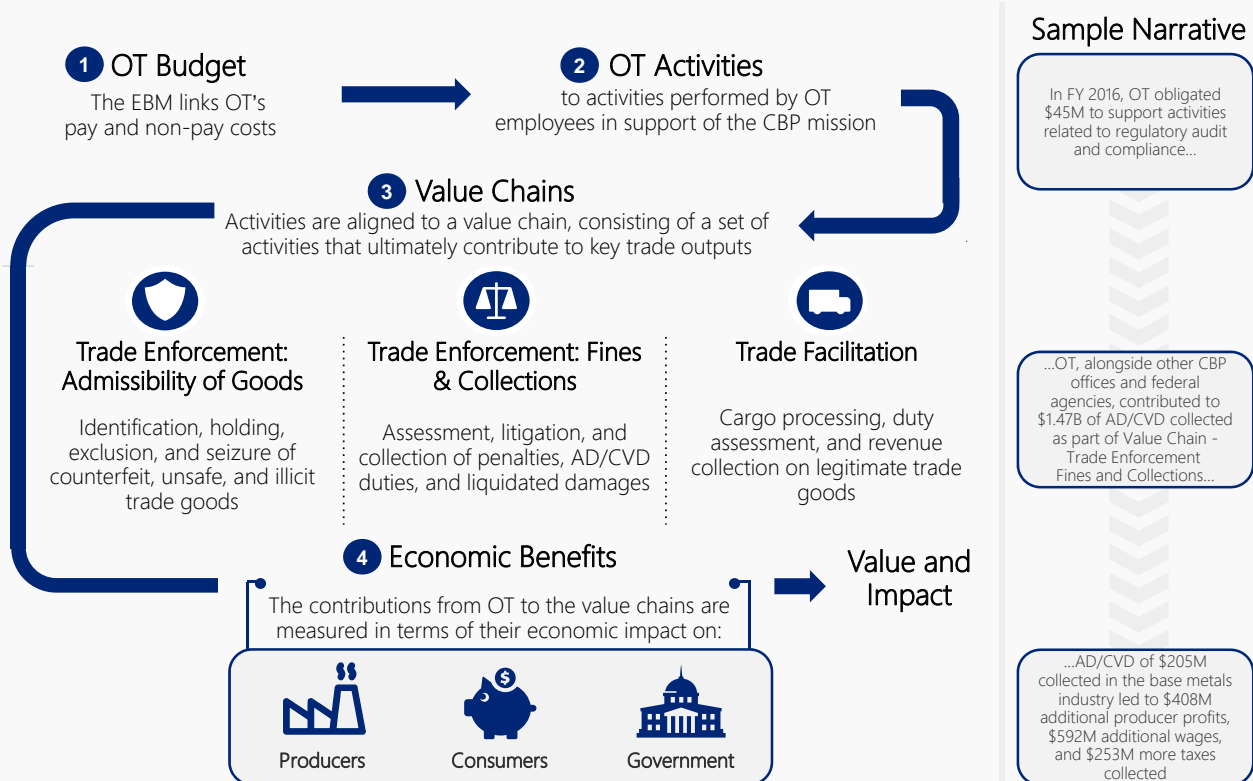


Tell OT's Story

Leverage EBM to better tell OT's story and justify resources to stakeholders

METHODOLOGY: HOW DOES THE EBM WORK?

The EBM connects OT's budget to activities and trade outputs, and uses an operational framework consisting of three value chains to quantify the impact on the American economy



BENEFIT: HOW CAN THE EBM BE USED?

The EBM is intended to serve as a **decision-support tool** to evaluate and understand the **impact of strategic and operational decisions** made by OT

Strategic Planning

Evaluate economic impact of OT activities, and use scenario planning capabilities to evaluate optimal investment and staffing levels

Budget Justification & Reporting

Justify budget requests by quantitatively demonstrating the impact of new or existing initiatives to the American economy

Process Improvement

Identify opportunities to improve OT's processes, focused on Priority Trade Issues (PTIs) and key initiatives driving the trade mission

(b)(6);(b)(7)(C)

Subject:

Location:

(b)(6);(b)(7)(C)

Start:

Mon 3/6/2017 10:50 AM

End:

Mon 3/6/2017 12:20 PM

Recurrence:

(none)

Organizer:

PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: B1 Ceremony Potluck
Location: Conf. Rm (b)(6);(b)(7)(C)

Start: Thu 3/9/2017 3:00 PM
End: Thu 3/9/2017 3:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b) (6), (b) (7)(C) LUCK, SCOTT A
(USBP); (b) (6), (b) (7)(C)
(b)(6);(b)(7)(C)

Importance: High

Discuss the menu for B1s ceremony.

(b)(6);(b)(7)(C)

Subject: B1 Weekly Arrest Report

Location: USBP Conf. Rm (b)

Start: Wed 3/29/2017 1:00 PM

End: Wed 3/29/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: PROVOST, CARLA (USBP); HUFFMAN, BENJAMINE C; (b)(6);(b)(7)(C)

Meeting to discuss parameters and content of B1 Weekly Arrest Report.

Briefing Lead: OPR IAPP

(b)(6);(b)(7)(C)

Subject: BITMAP Brief
Location: Conference Room (b)
Start: Thu 3/9/2017 9:00 AM
End: Thu 3/9/2017 10:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); HULL, AARON A; CHAVEZ, GLORIA I; (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) HOOVER, CRINLEY S

Please forward as appropriate

(b)(6);(b)(7)(C)

Subject: Border Study Discussion
Location: NAC 5, 5107

Start: Fri 3/31/2017 7:30 AM
End: Fri 3/31/2017 8:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: S2 Internal: Peiic, (b) (6) ALLES, RANDOLPH D; (b) (6)
(b)(6);(b)(7)(C) Hamilton, Gene; (b)(6);(b)(7)(C)
BriefingStaffA; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Optional Attendees: (b)(6);(b)(7)(C)

Attendees:

(b)(6);(b)(7)(C)

Gene Hamilton

(b) (6), (b) (7)(C)

Carla Provost and (b)(6);(b)(7)(C) on behalf of Randolph Alles

(b)(6);(b)(7)(C)

Re: Border Study Discussion

BM: Yes (MGMT/PA&E)

POC:

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Border Study Discussion Prep

Location: 6.5E-^{(b)(7)}

Start: Thu 3/30/2017 7:00 AM

End: Thu 3/30/2017 7:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: BPAPRA Arbitration Brief
Location: USBP CONFERENCE ROOM (b)(6);(b)(7)(C) - Ronald Reagan Bldg. 6th Floor
Start: Fri 3/3/2017 2:30 PM
End: Fri 3/3/2017 3:00 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: HUFFMAN, BENJAMINE C
Required Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) CARPIO, PHILIP (OCC)
Optional Attendees: (b)(6);(b)(7)(C)

BPAPRA Arbitration Brief by OCC

Please do not forward

(b)(6);(b)(7)(C)

Operations Officer
Adjutant to Chief Benjamine "Carry" Huffman
Strategic Planning & Analysis Directorate
U.S. Border Patrol Headquarters
(b)(6);(b)(7)(C) Desk
(b)(6);(b)(7)(C) Mobile

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 02, 2017 2:42 PM
To: HUFFMAN, BENJAMINE C (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: FW: BPAPRA arbitration information

Chief,

Good afternoon. From this morning's taskers, you asked for a greater explanation of 6101. attached Below is the expanded definition. You also asked for the next step in the BPAPRA process post arbitration. The final review of the arbitration is due on March 14th, and most likely we won't hear anything from the arbitrator until early April. After that, we will know what the next step in the BPAPRA arbitration case is going to be. Attached for reference is the UIG, a recap of BPAPRA arbitration, and the old 1954 INS Agency Head determination. Thanks to Assistant Chief (b)(6);(b)(7)(C) for putting this together. Thank you.

5 U.S.C. § 6101 provides that:

Except when the head of an Executive agency, a military department, or of the government of the District of Columbia determines that his organization would be seriously handicapped in carrying out its functions or that costs would be substantially increased, he shall provide, with respect to each employee in his organization, that—

- (A) assignments to tours of duty are scheduled in advance over periods of not less than 1 week;
- (B) the basic 40-hour workweek is scheduled on 5 days, Monday through Friday when possible, and the 2 days outside the basic workweek are consecutive;
- (C) the working hours in each day in the basic workweek are the same;
- (D) the basic non overtime workday may not exceed 8 hours;
- (E) the occurrence of holidays may not affect the designation of the basic workweek; and
- (F) breaks in working hours of more than 1 hour may not be scheduled in a basic workday.

While we have a 1954 legacy INS agency head determination which we believe remains in effect to exempt USBP from these provisions (A-F), NBPC took issue with our incorporation of this agency head determination into the BPAPRA directive (4.7) and is likely to (b) (5)

USBP schedules are pursuant to the section 6101 agency head authority, we would be proceeding pursuant to authority and a determination which rests solely with the agency head. The 6101 agency head authority is deferential to the agency head; however, OFO has been challenged on it (and lost) with regard to their workforce (concerning a 2008 agency head determination, not the 1954 determination).

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: BPAPRA Discussion with Chief Provost
Location: USBP CONFERENCE ROOM (b)
Start: Wed 3/15/2017 8:00 AM
End: Wed 3/15/2017 8:15 AM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: (b)(6);(b)(7)(C)
Required Attendees: (b) (6), (b) (7)(C); HUFFMAN, BENJAMINE C;
PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)
Optional Attendees: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, March 15, 2017 7:54 AM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: BPAPRA Discussion with Chief Provost

Sirs,

Chief Provost wants to have a quick roundtable discussion prior to and regarding the BPAPRA Comp Time issues and the drafted memo at 9a in conference room 1. Chief Huffman wants to push back and roll into the weekly SPAD *Associates meeting* right after at around 9:15. I'll send an update to the SPAD associates.

(b)(6);(b)(7)(C)
Operations Officer
Adjutant to Chief Benjamin "Carry" Huffman
Strategic Planning & Analysis Directorate
U.S. Border Patrol Headquarters
(b)(6);(b)(7)(C) Desk
(b)(6);(b)(7)(C) Mobile

(b)(6);(b)(7)(C)

Subject: *Bridge Added* Prep: Meeting with Law Enforcement Stakeholders
Location: AS2's Office (Dial (b) (7)(E) Pin: (b) (7)(E)

Start: Wed 3/29/2017 1:45 PM
End: Wed 3/29/2017 2:00 PM

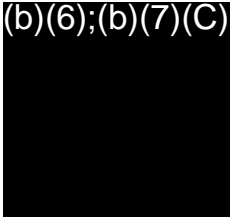
Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: S2 Internal; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST, CARLA (OPR)

Attendees: (b)(6);(b)(7)(C)



Carla Provost

Re: Prep: Meeting with Law Enforcement Stakeholders

BM: Yes (IGA)

POC:
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: C1/C2/B1 Prep re: HAC member brief
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 3/21/2017 1:00 PM
End: Tue 3/21/2017 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER
Required Attendees: LOWRY, KIM M; ALLES, RANDOLPH D; VITIELLO, RONALD D (USBP); JACKSTA, LINDA L (AC HRM); KARISCH, RODOLFO; PROVOST, CARLA (USBP); BORKOWSKI, MARK S; Owen, Todd C (AC OFO); WAGNER, JOHN P; (b) (6), (b) (7)(C)
KOLBE, KATHRYN; (b) (6), (b) (7)(C) CAINE, JEFFREY; AMOS, ASHLEY N; SAHAKIAN, (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

OCA is point for the deck

(b)(6);(b)(7)(C)

Subject: Call with DOJ-DHS-DPC 3/3/17 at 10:30
Location: 4.4A Commissioner's Small Conference Room

Start: Fri 3/3/2017 9:30 AM
End: Fri 3/3/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP);

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: call with (b)(6);(b)(7)(C)

Start: Wed 3/15/2017 6:45 AM
End: Wed 3/15/2017 7:15 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)
Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

You can call my desk direct at (b)(6);(b)(7)(C)

****(b)(6);(b)(7)(C), This meeting will need to be rescheduled. Will Wednesday at 7:45am (EST) work for you?****

(b)(6);(b)(7)(C)

Subject: call with (b)(6);(b)(7)(C)

Start: Wed 3/15/2017 11:00 AM

End: Wed 3/15/2017 11:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

You can call my desk direct at (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C)

Subject: Canceled: Hiring IPT
Location: RRB 3.5F - Large Conference Room

Start: Wed 3/15/2017 9:00 AM
End: Wed 3/15/2017 10:00 AM
Show Time As: Free

Recurrence: (none)

Meeting Status: Accepted

Organizer: KOLBE, KATHRYN

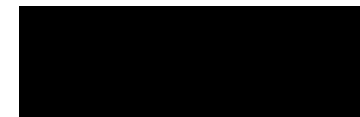
Required Attendees: VITIELLO, RONALD D (USBP); PEREZ, ROBERT E; YOUNG, EDWARD E; Owen, Todd C (AC
OFO); JACKSTA, LINDA L (AC HRM); KARISCH, RODOLFO; (b) (6), (b) (7)(C)
DCC10A-RMB-RRB35F; (b) (6), (b) (7)(C); HOOVER, CRINLEY S;
(b) (6), (b) (7)(C); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

Importance: High



Hiring ESC Meeting – 3/16/17



Agenda Items	
1.	Action Items and Status
2.	Review Hiring ESC Topics Chart
3.	Recommendations from Hiring IPT/Advisory Board

Hiring ESC Action Items From 3/2/17

#	Received Date	Office	Action Items	Completion Date
1.	3/2/17	HRM	Updates to Job Announcement including: 1. Reflection of overtime compensation included in average annual pay and; 2. Reflect reciprocity of applicants with federal polygraphs	3/14/17
2.	3/2/17	OCA	DHS Clearance on Polygraph Waiver Legislative Language	Pending OC/OCA Decision
3.	3/2/17	OPR	Talking Points on Polygraph Waiver Language	Pending OPR Decision
4.	3/2/17	HRM/ OFO/USBP	Deep dive scheduled with C1 for the operational components to discuss mobility and incentive plans	Meeting Requested Pending Date

Hiring ESC Decisions From 3/9/17

#	Action Items	Decision Date
1.	Discussed Lateral Reassignment and Re-Promotion Policy: <ul style="list-style-type: none">Memo from C1 to operational components directing the development of a lateral reassignment policy overseen at the headquarters levelOperational component to write and publish lateral reassignment policyNo action will be taken at this time regarding re-promotion	<ul style="list-style-type: none">3/9/17

Hiring IPT Meeting – 3/16/17



Hiring IPT Action Items From 3/8/17



#	Received Date	Office	Action Items	Completion Date
1.	3/8/17	AMO	Update AMO JOA with salary range to reflect LEAP	3/14/17
2.	3/8/17	Finance	Add legislative proposal GSA Waiver to Federal Travel Regulation. CFO has waiver from GSA for VRP lump sum approval	3/28/17
3.	3/8/17	HRM/LER	Research OFO and USBP to bargaining implications of VRP	3/22/17
4.	3/8/17	HRM/HROPP	Determine next steps for Dual recruitment regarding CBP Enhanced Regulation	Pending OCA Review

Hiring ESC Topics – 3/16/17

Critical Path Items		Status/Next Steps									
Entrance Exam Goal: Increase the applicant yield rate	Develop Computer Adaptive Testing (CAT) for Logical Reasoning Test (LRT)	Pending funding. Draft requirements for contractor support RFP (3/28/17)									
	Eliminate the Artificial Language Test (ALT) and Spanish Language Proficiency Test (SLPT)	DHS Meeting with OPM (3/16/17)									
Polygraph Goal: Streamline the polygraph exam process	Polygraph findings in ISMS to facilitate Reciprocity	DHS-CSO to provide additional information on discussions with other DHS agencies (4/15/17)									
	Expand Polygraph Waiver	Pending OCA final language to incorporate into appropriation bill (4/30/17)									
	Polygraph Exam Modifications	Pilot the TES-C polygraph exam program (4/30/17)									
Fitness Goal: Increase total applicant EODs	Make PFT2 non-adjudicative for USBP	Summary of conclusions for C1 signature at ESC meeting (3/9/17) Implementation (4/30/17)									
	Remove PFT2 for OFO	Pending memo from OFO for C1 decision (4/15/17)									
Recruitment Goal: Increase the number of applicants who apply and successfully complete the hiring process	Recruiter Training	Developing recruiter curriculum (5/1/17); Training for recruiters is pending funding									
	Applicant Care Pilot	Launching Applicant Care Pilot in Boston, Chicago, and Laredo (3/31/17)									
	Digital Media Strategy to Increase Data Analytics Capabilities	Pending funding for full implementation (On-going)									
	Pursue "Headhunter" Contract and Re-compete TIMG Contract	RFI Posted (3/2/17); Responses due (3/20/17)									
	Mobile App Deployment	Pending deployment (3/20/17); AC Landfried offered assistance to expedite the SPID request									
	Pathways for Frontline Recruitment	HROPP will facilitate meeting with (USBP, OFO, AMO and OTD) to discuss the draft implementation plan. (3/14/17)									
Incentives and Mobility Goal: Increase new hires and improve retention	Recruitment, Retention, Relocation (3Rs) Incentive Program	Deep Dive meeting requested with C1's office (Date pending)									
	Mobility Program	Deep Dive meeting requested with C1's office (Date pending)									
Actions/Decisions Needed		Financial Outlook									
CBP C1	<ul style="list-style-type: none"> Signature needed on Summary of Conclusions from Hiring IPT Meeting (2/8/17) Escalation of feedback from DHS for CBP Hiring Plan 	<ul style="list-style-type: none"> Pending FY17 Budget Amendment Request 160 positions to support implementation of EO FY18 Pass back outlook is not positive FY19 RAP discussions underway among LOB4 offices 									
DHS	<ul style="list-style-type: none"> Qualification Standards memo for removal of ALT/SLPT for BPAs (Sent 3/1/17) DHS-CSO Policy on Polygraph Reciprocity Prioritize mobile app fire wall opening (SPID Request) GS-1896 Qualifications Standard Adjustment (ALT/SLPT) (Expected 3/16/17) Direct Hire Authority Request for GS-1895/1896 and AMO (Expected 3/16/17) 										
OPM	<ul style="list-style-type: none"> SSR Polygraph pay table 										
Component Offices	<ul style="list-style-type: none"> OFO memo requesting PFT2 removal Increase voluntary moves Strategic Incentive/Staffing Plan (including Mobility) 										
		<table> <tr> <th></th><th>HRM Funding Requested</th><th>HRM Funding Received</th></tr> <tr> <td>FY17</td><td>\$ 34,272,000</td><td>\$ 0 (Pending)</td></tr> <tr> <td>FY18</td><td>\$ 137,091,000</td><td>\$ 0 (Pending)</td></tr> </table>		HRM Funding Requested	HRM Funding Received	FY17	\$ 34,272,000	\$ 0 (Pending)	FY18	\$ 137,091,000	\$ 0 (Pending)
	HRM Funding Requested	HRM Funding Received									
FY17	\$ 34,272,000	\$ 0 (Pending)									
FY18	\$ 137,091,000	\$ 0 (Pending)									

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Project Update – Entrance Exam 3/16/17

	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Launch At-home Candidate Experience Record	<ul style="list-style-type: none"> HRM developed business rules for implementing the change HRM developed communications for applicants. HRM did quality assurance of the CER in the testing platform Vendor (OPM) completed re-programming testing platform to enable this change to the assessment process Implemented in March announcements 	<ul style="list-style-type: none"> Evaluate Results in May <p>Impact: This change will reduce applicant burden by allowing applicants to take part of the Entrance Exam at home or some other convenient location. This reduces the amount of time that applicants spend at a test center. By reducing applicant burden, CBP expects to increase the schedule and show rates for the proctored portion of the exam, thereby increasing the yield rate.</p>	<ul style="list-style-type: none"> 5/31/17 	
Develop Computer Adaptive Testing (CAT) for BPA and CBPO Entrance Exam	<ul style="list-style-type: none"> Prepared a level of effort and funding request to develop and implement CAT. The funding request was included in CBP's budget request to Congress so PRAD is awaiting funding before proceeding with development of test questions 	<ul style="list-style-type: none"> HRM is developing the requirements for a RFP should funding be available for contractor support to develop test items <p>Impact: The CAT method of administering test questions will reduce the testing time for most applicants. This reduction in applicant burden may increase schedule rates and show rates during the Entrance Exam phase of the hiring process.</p>	<ul style="list-style-type: none"> 3/28/17 	<ul style="list-style-type: none"> HRM's request for five FTE of contractor support was submitted to Congress for approval in the FY17 request

Point of Contact: (b)(6);(b)(7)(C)

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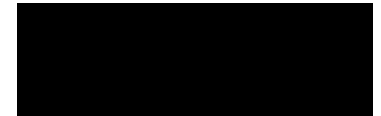
Project Update – Entrance Exam 3/16/17

	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Eliminate Artificial Language Test and Spanish Language Proficiency Test from the BPA Entrance Exam	<ul style="list-style-type: none">• HRM had discussions with vendor (OPM) on implementation of change in the testing platform• Reprogramming the testing platform will take 8 weeks. The new exam will be implemented with the first announcement to open after re-programming is complete• HRM completed a request to change the OPM Qualification Standards for the GS-1896 position to remove the language testing requirement and routed the request to DHS on March 1, 2017• Sent Qualification Standards for the GS-1896 to DHS for review in March 3, 2017	<ul style="list-style-type: none">• DHS request, and meet with OPM to discuss to change	<ul style="list-style-type: none">• 3/8/17	<ul style="list-style-type: none">• DHS and OPM must approve the change to the qualification standards before this change to the exam can be implemented• OPM has final decision authority on changes to the qualification standard
		<ul style="list-style-type: none">• OPM will review request and make determination	<ul style="list-style-type: none">• 3/31/17	
		<ul style="list-style-type: none">• Vendor (OPM) will re-program the testing platform to remove these tests	<ul style="list-style-type: none">• 6/1/17	
		Impact: Removing the ALT and SLPT is expected to increase the pass rate for the BPA Entrance Exam from 60% to 67.5%, with a yield rate of 35%.		

Point of Contact: (b)(6);(b)(7)(C)

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Project Update – Polygraph 3/16/17



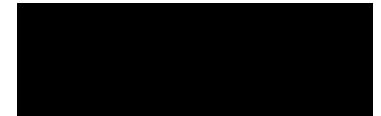
	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Polygraph Reciprocity	<ul style="list-style-type: none"> C1 approved CBP Pre-employment Reciprocity Directive on November 7, 2016 Language on current JOA's Approved 1 for full reciprocity and 3 for partial reciprocity 	<ul style="list-style-type: none"> Working with DHS-CSO in getting cooperation for sharing of polygraph results within current ISMS (DHS BI database) 	<ul style="list-style-type: none"> 4/15/17 	<ul style="list-style-type: none"> DHS-CSO report back on discussions with other DHS agencies
		Impact: Some applicants apply to multiple LEO agencies.		
Expand Polygraph Waiver Authority	<ul style="list-style-type: none"> National Defense Authorization Act for FY17 signed by President Dec. 23, 2016 - CBP polygraph waiver granted for current military and vets with TS/SCI (approved 10 so far) Language written for 3 additional groups for waiver (State & Local Police Officers with polygraph; Current Federal LEO's; Military/Vets with/eligible for Secret or above) Received language for the 3 waivers in February 27, 2017 Polygraph Waiver language approved by C1 language on March 3, 2017 	<ul style="list-style-type: none"> OCA for final language 	<ul style="list-style-type: none"> 5/1/17 	<ul style="list-style-type: none"> OCA for final language Submission to Congress legislative approval
		Impact: Polygraph has the lowest yield rate in hiring process.		



Point of Contact:

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Project Update – Polygraph 3/16/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Polygraph Exam Modifications	<ul style="list-style-type: none">Received National Center for Credibility Assessment approval on new format, Test for Espionage & Sabotage-Corruption (TES-C)Received C1 approval for 6 month pilot	<ul style="list-style-type: none">CAD developing new policies, SOP's	<ul style="list-style-type: none">3/31/17	<ul style="list-style-type: none">AC OPR
		<ul style="list-style-type: none">Internal training of examiners	<ul style="list-style-type: none">4/15/17	
		<ul style="list-style-type: none">Begin testing with TES-C for the 6 month pilot	<ul style="list-style-type: none">4/30/17	
		<ul style="list-style-type: none">Complete review of pilot	<ul style="list-style-type: none">11/30/17	
		Impact: Polygraph has the lowest yield rate in hiring process.		

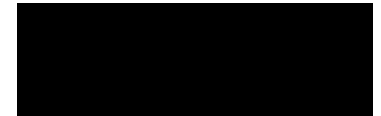
Point of Contact:



(b)(6);(b)(7)(C)

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Project Update – Fitness 3/16/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Make PFT2 non-adjudicative for USBP	<ul style="list-style-type: none"> PFT-2 test site analysis completed. Identified OFO testing locations and volume of testing completed at these locations Announcement analysis completed. PFT-2 assessment changes can be implemented with announcement 17-3 	Strategy for PFT-2 testing locations: <ul style="list-style-type: none"> USBP will need to consider increasing testing locations to ensure continued availability of testing locations for BPA candidates if OFO discontinues PFT2 administration 	<ul style="list-style-type: none"> 4/15/17 	<ul style="list-style-type: none"> C1 signature of Summary of Conclusions document from Hiring ESC Meeting USBP proposal to supplement PFT-2 locations to ensure continued testing locations
		<ul style="list-style-type: none"> Impact: By implementing a non-adjudicative PFT-2 requirement CBP expects to increase the number individuals entering on duty. Currently ten percent of applicants are removed from the final stages of the hiring process for failing to pass the PFT-2. 		

Point of Contact:

(b)(6);(b)(7)(C)

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(b) (5), (b) (7)(E)

Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Recruitment 3/16/17



	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Activity	ECD Date	
National Recruiter Training	<ul style="list-style-type: none"> Launched Desire 2 Learn recruiter 101 training to serve as a stop gap until the National Recruiter Training is complete. Currently have over 9 119 recruiters trained. Conducted meetings with OTD detailing curriculum requirements Conducted site visits with OTD to discuss inputs needed to develop curriculum 	<ul style="list-style-type: none"> Developing recruiter manual to serve as an input into the curriculum 	<ul style="list-style-type: none"> 3/31/17 	<ul style="list-style-type: none"> Office of Budget needs to provide funding to fully execute this requirement. NFRC submitted a request for \$6.6 M in the FY18 RAP to support full deployment of training to 1,800 recruiters. If funding is constrained, NFRC estimates that \$2.2M is needed to support train-the-trainer courses
		<ul style="list-style-type: none"> Developing outline of curriculum <p>Impact: Full implementation of CBP's National Recruiter Training program will enable CBP's 1,826 recruiters to receive proper training to on CBP's hiring process, how to effectively sell CBP as an employer-of-choice, and how to communicate effectively with the public. CBP anticipates that improving the quality of recruiters will improve the quality of applicants entering the hiring pipeline, applicant experience, and reduce the applicant attrition rate.</p>	<ul style="list-style-type: none"> 4/30/17 	
Special Emphasis Recruiter Training	<ul style="list-style-type: none"> Developed first draft of Special Emphasis Recruiter Training (SERT) 	<ul style="list-style-type: none"> Conducting interviews with potential 90 SERT recruiters 	<ul style="list-style-type: none"> 3/31/17 	<ul style="list-style-type: none"> NFRC has embedded the cost of SERT training funds into the cost to execute the National Recruiter Training. No additional funding is needed at this time
		<ul style="list-style-type: none"> Confirm SERT recruiter selections <p>Impact: CBP will have a cadre of 50 SERT recruiters strictly dedicated to military and diversity recruitment with the goal of increasing the number of applications compared to FY16.</p>	<ul style="list-style-type: none"> 3/31/17 	

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(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/16/17



	Accomplishments <i>What we have done</i> ✓	Key Activities Underway <i>What we are doing</i>		Pending Decisions ⚠
		Activity	ECD Date	
Agency Wide Recruitment Survey	<ul style="list-style-type: none">Completed stakeholder meetings to obtain scope of surveyDeveloped draft survey questionnairePresented draft survey to HRM LeadershipFinalized survey questionnaire on 3/3/17	<ul style="list-style-type: none">Coordinating with Privacy and Diversity Office and LER unions to provide notice of survey	<ul style="list-style-type: none">3/15/17	<ul style="list-style-type: none">Privacy and Diversity Office, bargaining union, and component leadership need to review survey questionnaire
		<ul style="list-style-type: none">Coordinating with PRAD, SP&C, and HRM Leadership to execute pre-survey communication plan	<ul style="list-style-type: none">3/24/17	
		<i>Note: Survey will tentatively deploy March 27th – April 7th</i> Impact: This survey will provide behavioral, branding, and recruitment experience insight from CBP’s current cadre of over 40,000 officers and agents to inform the development of an applicant profile and the Agency’s messaging strategy.		
Salesforce Recruitment Event and Engagement Tool Pilot Expansion	<ul style="list-style-type: none">Developed Salesforce Recruitment Event TrackerPiloted tool in El Paso121 leads, with 20 leads successfully applying	<ul style="list-style-type: none">Developing additional features in Salesforce to allow for recruiters to have their own logins and assigned leads	<ul style="list-style-type: none">3/31/17	
		<ul style="list-style-type: none">Pilot tool in Miami and Laredo field offices and sectors	<ul style="list-style-type: none">4/30/17	
		Impact: Recruiters using Sales force will be able to capture contact information of interested candidates and track applicant interactions throughout the hiring lifecycle with the goal of reducing applicant attrition rate by as much as 25%.		

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Point of Contact:

(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/16/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
Applicant Care Pilot	<ul style="list-style-type: none">Conducted meeting with OFO’s Field Programs and MHC to discuss applicant care pilot requirements	<ul style="list-style-type: none">Coordinating logistics to host pilot in Boston, Chicago, and Laredo	<ul style="list-style-type: none">3/31/17	
		<ul style="list-style-type: none">Establish applicant care system process	<ul style="list-style-type: none">3/31/17	
		Impact: The applicant care pilot will help retain applicants who desire to drop out of the hiring process due to fatigue and disinterest. When we combine Sales Force technology with Applicant Care, we anticipate reduction in overall applicant attrition by 25%.		
Digital Media Strategy	<ul style="list-style-type: none">Completed technical assessment of CBP’s digital media presenceDeveloped digital media strategyDeveloped digital media road mapDeveloped CBP’s Linked In Page	<ul style="list-style-type: none">Coordinating with Strategic Partnerships and Communications (SP&C) and OPA to develop recruiter messaging material for Twitter and Instagram (Recurring)	<ul style="list-style-type: none">9/30/17	<ul style="list-style-type: none">Office of Budget needs to provide funding to fully execute the digital media strategy. NFRC submitted a request for \$30M as part of the FY18 RAP. NFRC currently does not have adequate staffing resources to develop the processes, governance, messaging strategy, and measurement tools to properly execute
		<ul style="list-style-type: none">Awaiting funding to fully execute digital media strategy	<ul style="list-style-type: none">9/30/17	
		Impact: The digital media strategy will allow CBP to utilize digital media platforms to serve as cost effective recruitment tools that will generate an increase of applications, when compared to FY16.		

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Point of Contact:

(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/16/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
Pathways for Frontline Recruitment	<ul style="list-style-type: none"> HROPP has developed a draft implementation plan that provides a framework for the Intern and Recent Graduate Programs as the best options for using the Pathways Programs to hire frontline personnel. Recruitment and Outreach for Explorers is ongoing with some posts finalizing January recruitment open houses data. 	<ul style="list-style-type: none"> On 3/14, HROPP will facilitate the first of several meetings with USBP, OFO, AMO, OTD to discuss the draft implementation plan. Meetings will result in resolution on: qualifications and job requirements for the CBP student trainees at the GS-3/4, training plan to meet successful conversion into frontline positions, hiring process, entrance requirements, innovative outreach and recruitment plan, robust communications plan, and the implementation timeline. 	<ul style="list-style-type: none"> 3/14/17 	
		<ul style="list-style-type: none"> Pilot Pathways Program 	<ul style="list-style-type: none"> 7/01/17 	
		Impact: The Pathways Program will increase the number of applicants to frontline positions through long-term recruitment strategies.		

Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Policy 3/16/17



	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Policy/Legislative Initiative Priorities & Timing	<ul style="list-style-type: none"> HRM assessment of impact, timing and proposed priority completed & briefed to Advisory Board 	<ul style="list-style-type: none"> Obtain Advisory Board Approval 	<ul style="list-style-type: none"> 3/14/17 	
		<ul style="list-style-type: none"> Develop Project Plan w/timelines 	<ul style="list-style-type: none"> 3/23/17 	
		Impact: Establishes integrated priorities, actions and timelines.		
Hiring & Appointing Flexibilities	<ul style="list-style-type: none"> Adjustment to BPA Qualifications Standard submitted to DHS BPA/CBPO Direct Hire Authority request submitted to DHS AMO Direct Hire Authority request submitted to DHS 	<ul style="list-style-type: none"> DHS to discuss Direct Hire Authority Requests with OPM 	<ul style="list-style-type: none"> 3/17/17 	<ul style="list-style-type: none"> Expect OPM will provide projected response date
		Impact: Increased Hiring Authority for Mission Critical Occupations (may provide slight reduction in selections).		

Point of Contact:



(b)(6);(b)(7)(C)

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Project Update – Policy 3/16/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Recruitment, Retention and Relocation Incentives and Programs	<ul style="list-style-type: none">Identified scope of existing authorities and flexibilities (broad)Informed and educated USBP on existing authorities and flexibilities on March 7, 2017	<ul style="list-style-type: none">Develop comprehensive RRR plan (including costing)	<ul style="list-style-type: none">3/31/17	<ul style="list-style-type: none">USBP & HRM collaboration on strategic planOFO & HRM collaboration on strategic plan
		<ul style="list-style-type: none">Inform and educate USBP on existing authorities	Meeting request pending	
		Impact: Maximizes impact of incentive use.		
Legislative Initiatives	<ul style="list-style-type: none">2017 Call: Proposals developed and coordinated with OCCNDAA Amendments: Drafts provided to DHS for consideration	<ul style="list-style-type: none">Submission to OCA (thru AC HRM, EAC ES, and OF)	<ul style="list-style-type: none">3/13/17	<ul style="list-style-type: none">AC & EAC approval
		<ul style="list-style-type: none">DHS OGC review and comment	<ul style="list-style-type: none">3/17/17	
		Impact: Enhanced HRM flexibilities in support of hiring goals.		

Point of Contact:

(b)(6);(b)(7)(C)

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MEMORANDUM FOR: Kevin K. McAleenan
Acting Commissioner

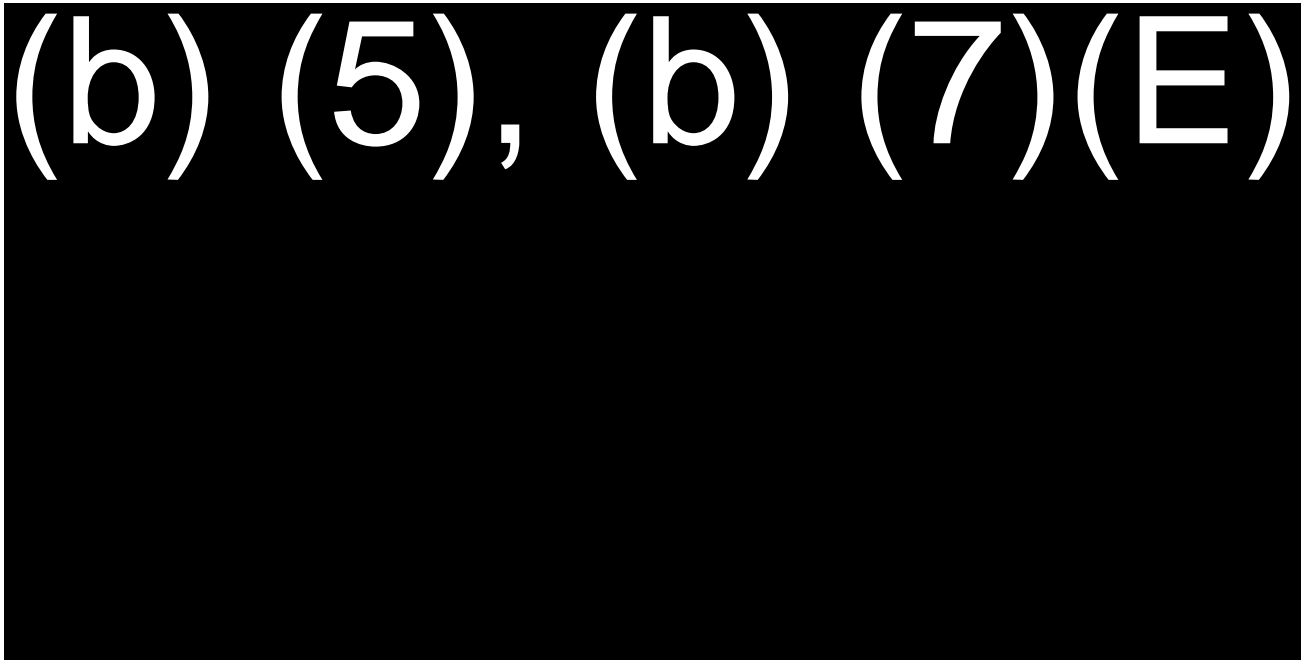
THROUGH: Kathryn L. Kolbe
Executive Assistant Commissioner
Enterprise Services

FROM: Linda L. Jacksta
Assistant Commissioner
Office of Human Resources Management

SUBJECT: Hiring Changes to Achieve Increased Frontline Hiring
Requirements: PFT-2

CBP requires that all applicants for the CBPO and BPA frontline positions complete two physical fitness tests (PFT-1 and PFT-2) with a passing score.

(b) (5), (b) (7)(E)



(b)(6);(b)(7)(C)

Subject: Category 2 Operations
Location: 4.4A Commissioner's Small Conference Room

Start: Mon 3/13/2017 2:30 PM
End: Mon 3/13/2017 3:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)
PATRICK S FLANAGAN (b) (6), (b) (7)(C) ALLES, RANDOLPH D

Please do not forward, if you have any questions please let me know (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: CBP (b) (7)(E) Brief
Location: USBP Conference Room (b)
Start: Wed 3/8/2017 11:00 AM
End: Wed 3/8/2017 12:00 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: (b) (6), (b) (7)(C)
Required Attendees: (b) (6), (b) (7)(C) VITIELLO, RONALD D
(USBP); GLORIA CHAVEZ I (b) (6), (b) (7)(C)
(USBP); ROVOST, CARLA (USBP); LUCK, SCOTT A
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

UPDATE:

Brief has been moved up to 12:00 p.m.

PURPOSE:

Brief with USBP Executive Leadership on the CBP (b) (7)(E) and an overview of the (b) (7)(E) construct—also, overview of ongoing efforts to integrate USBP Border Patrol (b) (7)(E) into (b) (7)(E) to form a joint (b) (7)(E) mission between USBP and OFO.

INVITEES:

Chief Vitiello
Deputy Provost
LEOD Chief Luck
LEOD Deputy Chief Chavez
Troy Miller, (b) (7)(E) Executive Director

(b) (6), (b) (7)(C), (b) (7)(E)

LOCATION:

USBP 6th Floor Conference Room (b)

Please forward to anyone you deem necessary to attend.

Respectfully,

(b)(6);(b)(7)(C)

Subject: CBP INTERNAL Pre-brief, FYs 17 & 18 Budget Rollout Briefing for Appropriations Staff
Location: RRB, the Commissioner's Large C/R; call-in info below

Start: Mon 3/20/2017 2:00 PM
End: Mon 3/20/2017 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

Dial-in: (b) (7)(E)
Moderator Code: (b) (7)(E)
Participant Code: (b) (7)(E)

<<CBP Congressional Amendment Justification_Draft (3-20-17) 1300 .pptx>>

C2, OMB and DHS will join this meeting from 1600-1630 to allow for internal discussions.

From: LOWRY, KIM M

Sent: Thursday, March 16, 2017 5:13 PM

To: JACKSTA, LINDA L (AC HRM) (b) (6), (b) (7)(C); KARISCH, RODOLFO
(b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP) (b) (6), (b) (7)(C); PROVOST,
CARLA (USBP) (b) (6), (b) (7)(C); BORKOWSKI, MARK S (b) (6), (b) (7)(C); Owen,
Todd C (AC OFO) (b) (6), (b) (7)(C); WAGNER, JOHN P (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
Cc: KOLBE, KATHRYN (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) FLANAGAN, PATRICK S (b) (6), (b) (7)(C); LOWRY, KIM M
(b) (6), (b) (7)(C)

Subject: FYs 17 & 18 budget rollout briefing for appropriations staff next week
Importance: High

All,

Thank you and your staff for participating in our coordination call yesterday. I would like to provide the below overview of the path forward on the Budget briefing with Appropriators. Let me know if you are good with this way forward and to confirm your briefer. Thank you, Kim

Topics: The briefing will officially be for the FY2017 Budget Amendment, however we will be prepared to speak to the interrelatedness of reprogramming and the FY 2018 Blueprint. CBP requested a two-part briefing: one hour focused on the requests related to wall, technology, tactical infrastructure, and surge; and one hour focused on ongoing efforts related to improving the hiring process.

Participants: As of right now, we are expecting a joint briefing with HAC and SAC staff. DHS will attend but ICE will brief their request separately. Briefers will switch out for the two one-hour briefs based on the topic; OF and OCA will remain throughout and OF will provide the overall budget information at the beginning of the briefing. For the briefing itself, we recommend the following briefers:

- * Wall/Tech/TI
- o Chief Vitiello
- o (b) (6), (b) (7)(C)
- * (b) (6), (b) (7)(C)
- o Mark Borkowski
- * Surge
- o (b) (6), (b) (7)(C)
- * Hiring
- o Linda Jacksta
- o Rudy Karisch

Briefing Content: OF is leading the compilation of a consolidated CBP briefing deck. I have attached an initial outline of the briefing deck framework. The Congressional Justification will be the foundation, but the Hill will expect CBP to provide new content in the brief that goes into greater depth and detail than what they have already seen. The addition of maps, tables, graphics and timelines will be key to justifying how these resources will be strategically deployed to maximize effective operations. (b) (6), (b) (7)(C) in OCA and (b) (6), (b) (7)(C) are coordinating with the OFAM, HRM, OPR, BP and will engage with (b) (6), (b) (7)(C) collect this content on the below timeline.

Timeline: Knowing that there is a lot of content to coalesce, we originally requested briefing times next Thursday. We now understand that Senate staff have been asked to complete their work on the Amendment by mid-week so we are anticipating a brief Wednesday morning. It looks like the briefing will take place on Weds. Morning from 10 am to 12 pm. Based on a Wednesday briefing, the following is our prep timeline:

- * Friday Noon: Offices provide content for briefing
- * Friday COB: Transmit Draft Briefing Deck to C1/C2
- * Monday Noon: C1/C2 edits incorporated
- * Monday PM (TBD): OCA Prep with Briefing Team
- * Tuesday AM (TBD): Briefing Team Prep with C1/C2
- * Tuesday 2:00pm: Final edits incorporated
- * Tuesday COB: DHS Clearance of Final Deck
- * Wednesday (10-12): HAC/SAC Briefing

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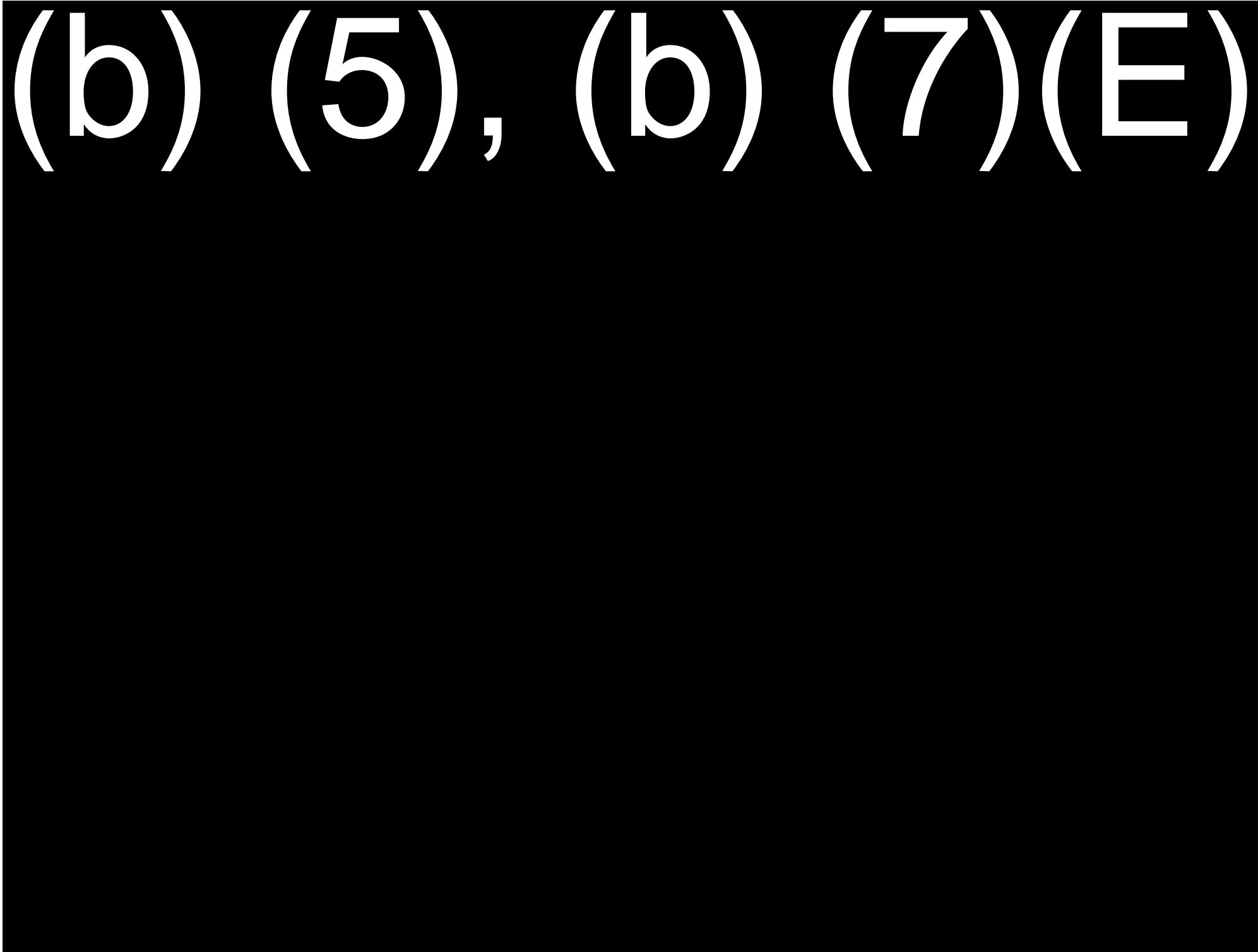
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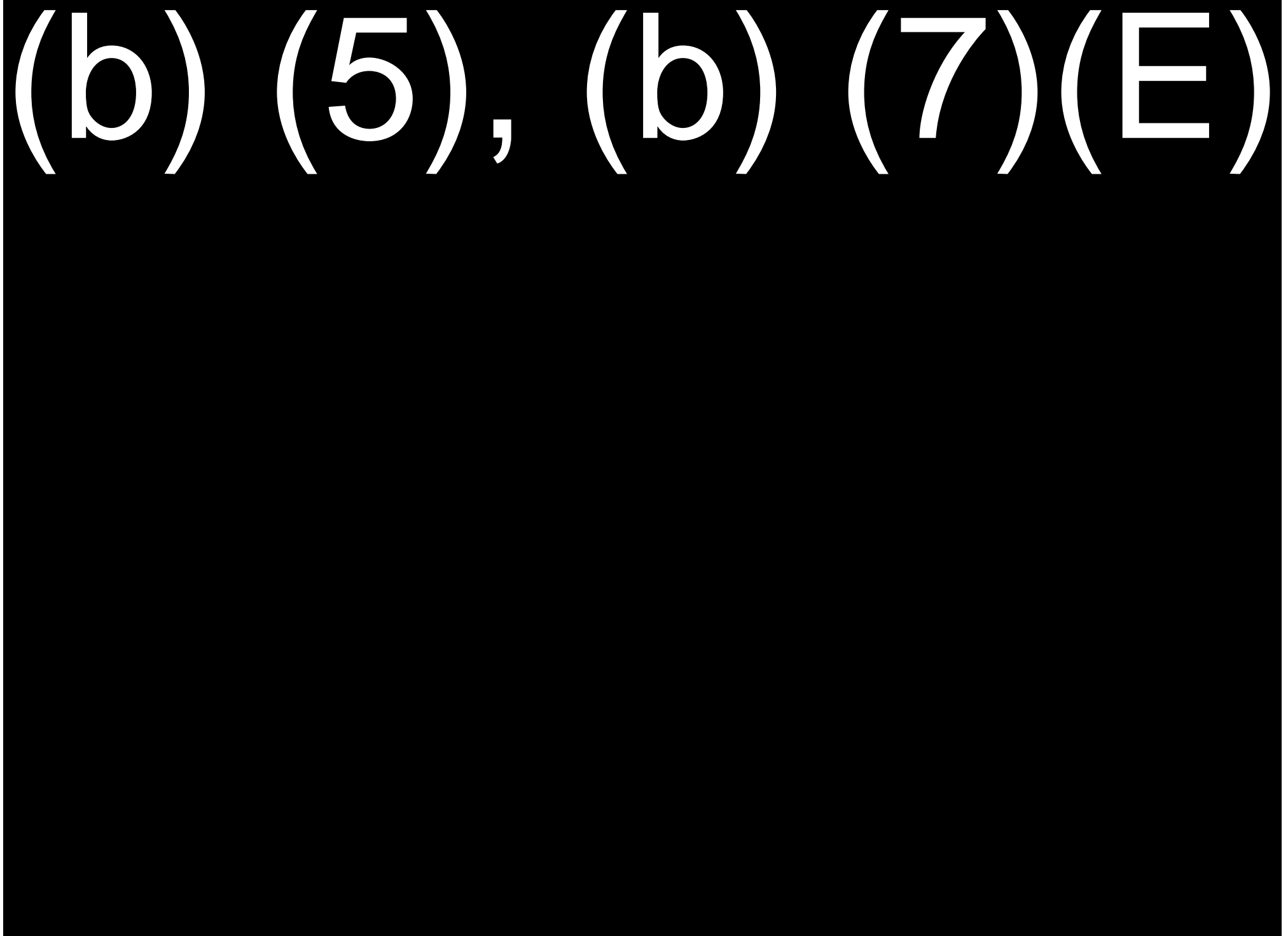
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(b)(6);(b)(7)(C)

Subject: CBP PPBA Town Hall *Agenda, presentation, video conference link and conference dial-in added*

Location: GSA NCR/ROB Auditorium 301 7th Street SW Washington, DC 20407

Start: Thu 3/23/2017 8:00 AM

End: Thu 3/23/2017 11:00 AM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: CAO PPBA

Optional Attendees:

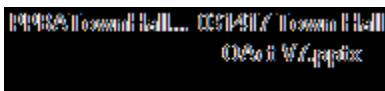
(b)(6);(b)(7)(C)

Importance: High

Members of the CBP PPBA Community,

Please join us for a PPBA Town Hall on **Thursday March 23, 2017 9a.m.– 12p.m at GSA NCR/ROB Auditorium**. Please bring a form of photo identification to enter the building (ie: Work ID, Driver's License). The event will be hosted by the PPBA Principal Executives from the offices of Planning, Programming, Budget, and Accountability. The theme for this PPBA-centric event is **“Communicating CBP’s Strategic Value in a New Administration”**, featuring DHS’ perspective on CBP’s opportunities, a new direction on Commissioner Fiscal Year Priorities, and update on financial impact on Continuing Resolution and Executive Orders.

We have confirmed the Acting Deputy Commissioner, General Randolph Alles and DHS Budget Director, (b)(6);(b)(7)(C) as keynote and special guest speakers. We’ll also be inviting other members of the community from DHS, industry and internal to CBP. The agenda is attached below:



To join via video conferencing, please click on the link below

(b) (7)(E)

Conference Dial-In Number and Pin below:

(b) (7)(E)

Your feedback indicated that the event in August was a big success and the value is in the community networking. If you have any additional feedback to provide leading up to the event, please let us know.

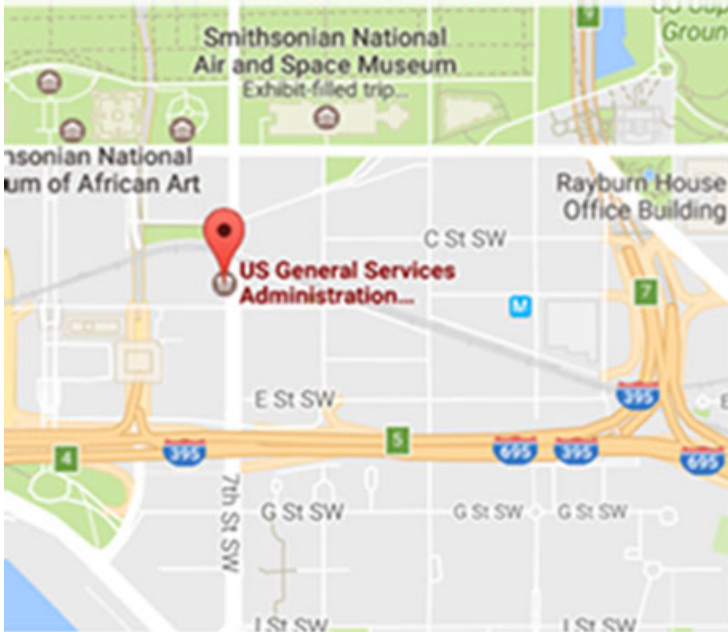
If you would like to recommend others to be included on this distribution list, or have any general questions about this event, please send requests to the CAO PPBA Mailbox, cc: (b)(6);(b)(7)(C) Please **DO NOT FORWARD** the invite – send a request to be added.

Thank you,
Office of Accountability / PPBA Team

Directions:

An area map of the venue is attached below. The Town Hall will be held at the **GSA NCR/ROB Auditorium 301 7th Street SW Washington, DC 20407** located between 7th and D Streets SW.

The office is easily accessible via the L'Enfant Plaza Metro - Blue/Orange/Silver or Green/Yellow Lines.



Parking Garage Options:

Reporter's Building Garage (3 mins to destination) - \$18 / 2 hours
destination) - \$18 / 2 hours
Park America, Inc.

300 7th St SW

Washington, DC 20024
Early Bird \$13 (in by 8am)

901 D Street SW Garage (4 mins to
Park America, Inc.

300 7th St SW

Washington, DC 20251
Early Bird: \$14 (in by 8am)

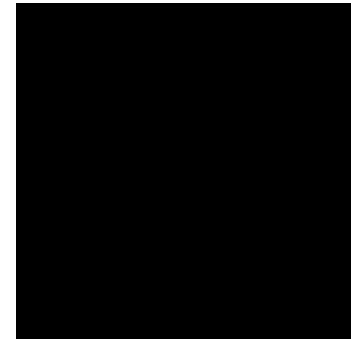
Local Eateries:

GSA NCR Café – 301 7th St SW
HUD Café - 457 7th St SW
Starbuck's – 550 C St SW (inside L'Enfant Plaza)
Pizza Autentica – 300 7th St SW
Wall Street Deli – 400 C St SW
Shuttle Express Deli – 550 C St SW
21st Amendment Restaurant – 550 C St SW
Capital Bistro – 550 C St SW

- **Conference Call Option:** (b) (7)(E)
Pin: (b) (7)(E)
- This particular event is designed to be in person for a large audience, and all presenters will be live. We will provide a conference line for participants in geographic areas outside of the DC metro area, just prior to the event. If you are local and choose to call in we cannot guarantee the quality of your engagement.
- Virtual meeting may be an option, pending technical support. We will provide further details closer to the date.

CBP Planning, Programming, Budgeting, and Accountability (PPBA) Town Hall

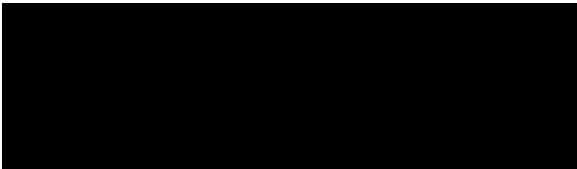
March 23, 2017



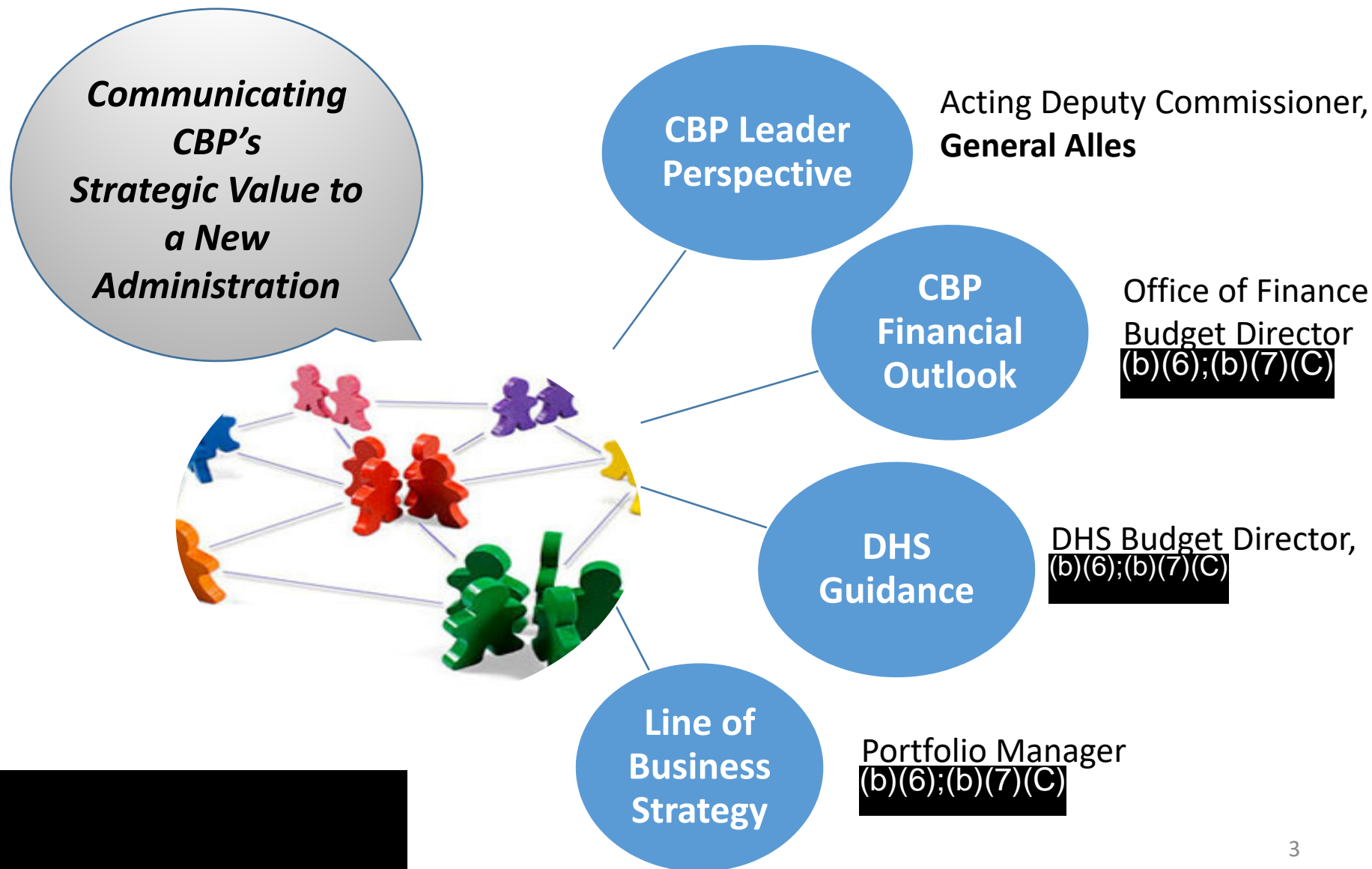
Welcome!



- Time
- Guests
- Presenters
- Networking
- Call In
- Questions
- Attendance
- Room Rules
- Restrooms



Agenda



Key Note Speaker

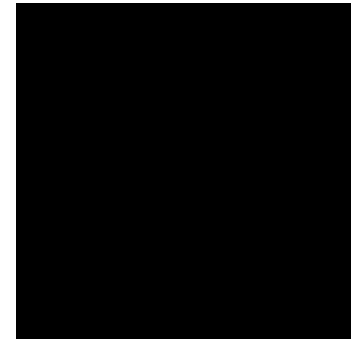
Acting Deputy Commissioner, General Alles



State of Budget

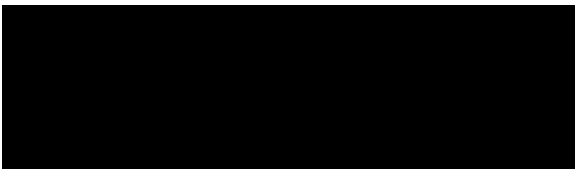
Office of Finance (OF) Budget Director

(b)(6);(b)(7)(C)



FY 2017

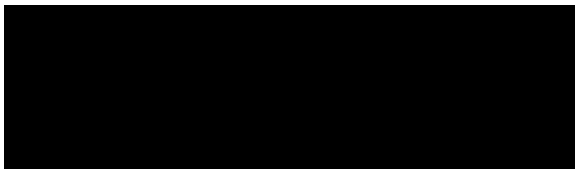
Where are we now?



FY 2017: CBP Fiscal Landscape



- In FY 2017, CBP is operating under a continuing resolution (CR), which has set funding at FY 2016 levels, less a 0.19% rescission.
 - For CBP's Operations and Support annual account, the rescission amounts to \$20+ million reduction, only providing annual authority through April 28, 2017 of \$5.28 billion.
- CBP's estimated FY 2017 requirements through the CR period are above available funding levels.
 - Awards and Pay Raise requirements were higher than anticipated, and neither increase is included in the CR funding level.
 - CBP has continuing Surge requirements of approximately \$12-15M per month.
 - CBP has also been experiencing additional workload associated with Executive Orders.
- While CBP does have access to Fee collections to fund expenses related to Fee activities, the availability of these funds are limited during the first quarter due to remittance schedules.
- CBP has received an exception apportionment in order to sustain pay and Surge requirements during the CR period. This is not an increase—this is an ability to spend at a higher rate.
- Congress expects CBP (along with the rest of the Federal Government) to scale back non-essential spending during the CR period and have been monitoring CBPs execution accordingly.



FY 2017 Appropriations: Current Status



- The President's Budget Request for FY 2017 was released on February 9, 2016. Over the summer, the House and Senate both reported their bills out of Committee; however, neither bill has been brought to the floor for further consideration.

Appropriation (000s)	FY 2017 President's Budget Request	SAC Mark ¹	SAC Delta from President's Budget	HAC Mark	HAC Delta from President's Budget
Operations & Support	\$11,333,352	\$10,844,043	- \$489,309	\$10,945,357	- \$387,995
Procurement, Construction & Improvements	\$323,390	\$328,983	\$5,593	\$260,883	- \$62,507
Total	\$11,656,742	\$11,173,026	- \$483,716	\$11,206,240	- \$450,502

¹ The Senate mark reflects appropriations in the legacy construct.

- The President's Budget above was submitted by the previous Administration, and the funding levels requested in the FY 2017 President's Budget may no longer represent the priorities of the current Administration.
- The House and Senate continue to try and work through and conference the FY 2017 appropriations bills.
- The House has taken up the FY 2017 Defense Appropriations bill this week
 - Once that bill has passed the House, the Senate could add additional FY 2017 spending bills to that legislation, which would become a vehicle for an omnibus-type spending bill.

FY 2017 Appropriations: Current Status, cont.



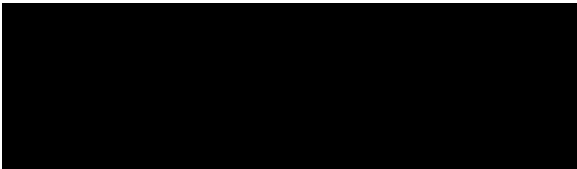
Side by Side Comparison of Border Security Initiatives and Congressional Recommendations

- CBP OF, with OCA, is coordinating with Appropriation Committees to provide technical assistance on the FY 2017 House and Senate marks.

Proposal and Congressional Add-ons(*)	House	Senate
21,070 Border Patrol Agents	Maintain statutory floor (21,370)	Maintain statutory floor (21,370)
Overtime Cap*	Raises to \$45,000 / year	-
Vehicle Procurement	\$37,200,000	\$27,200,000
Interoperability Equipment Refresh for USBP	\$43,157,000	\$43,157,000
Support for Unaccompanied Children Current Trends	\$12,544,000	\$12,544,000
Critical Repairs to Tactical Infrastructure and Federally Owned Roads*	-	\$20,000,000
(b) (7)(E)	(b) (7)(E)	-
(b) (7)(E)	(b) (7)(E) above request	-
(b) (7)(E)	(b) (7)(E)	(b) (7)(E)
(b) (7)(E) Border Patrol Station	(b) (7)(E) for design & planning	(b) (7)(E) for full construction
Criminal Investigators	\$6.8M for 30 positions (10 FTE)	\$3.4M for 15 positions (5FTE)
Central American Messaging "Dangers of the Journey" Campaign	\$3.8M above request	-

FY 2017 Budget Impacts

*Changing Migrant Flows & Administration
Priorities*



DHS FY 2017 Budget Amendment

DHS is pursuing a \$3 billion FY 2017 budget amendment for border security and immigration enforcement Executive Orders. This proposal will fully fund the wall and has funds available for CBP surge capacity per the table below. Of this amount, CBP's is requesting \$1,663.5M.

Initiative		Description	FY17
Surge Operations	ICE	Additional requirements for increase in migrant flow and associated cost growth for detention beds (42,514 beds), healthcare, and associated removal. Increase ATD from 53,000 to 79,000 people	\$915,000
Surge Operations	CBP	Additional requirements for surge operations, including unaccompanied minors and temporary holding stations	\$95,000
Wall	CBP	Planning, design construction (\$999M), tactical infrastructure (\$200M), border security technology (\$179M), project management and oversight support for the wall (\$18M), enhance situational awareness at the border (\$43M), border security technology and infrastructure (\$64M)	\$1,503,084
Detention Facilities	ICE	Increase detention capacity to (50,000 beds) and associated removal	\$236,251
Hiring, Training, Intel	ICE	Hiring capacity including background investigations and training (\$76M), training for executing 287g programs (\$5M), intelligence capability to support interior enforcement investigations (b) (7)(E)	\$85,961
Hiring	CBP	Build hiring capacity	\$65,400
Training	FLETC	Training infrastructure (\$63M) and instructors (\$25M)	\$88,000
Information Sharing	DMO	Establishes real-time data information sharing to support enforcement operations, benefits adjudication, and reporting (\$8.9M) border security study (\$2.4M)	\$11,300
Total FY17 Budget Amendment			\$3,000,000

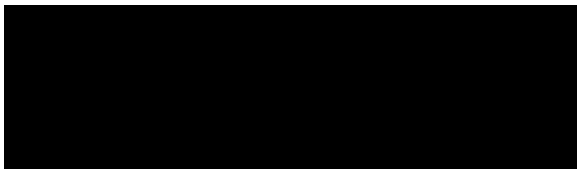
Of the \$3B request to fund programs in FY 2017, \$620M is to “forward fund” key initiatives in FY 2018

Executive Order Component: Immediate Wall Construction and Plan

‘Secure the southern border of the United States through the immediate construction of a physical wall on the southern border, monitored and supported by adequate personnel so as to prevent illegal immigration, drug and human trafficking, and acts of terrorism’

- CBP requested over \$1B in the FY 2017 Budget Amendment in multi-year funds to support Construction of the Wall.

Select Requirements	Requirements Description
Construction of Wall on SWB	-Rapid Response / Replacement and Initial Wall Construction, Additional construction of the new priority wall and additional replacement, Construction of final wall miles
Border Wall Technologies	Increased infrastructure capacity to support eWall.
OFAM Staff Support	OFAM hiring to support wall construction
Operations Contract Support	Support to produce documentation, requirements, and advanced metrics
OCC Support	Legal support and guidance by OCC

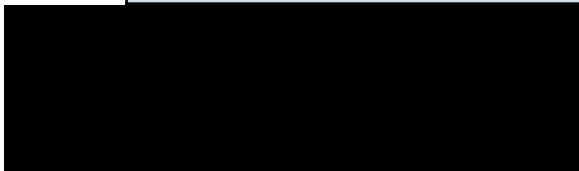


Executive Order Component: Operational Control on the Southern Border

“Operational Control” shall mean the prevention of all unlawful entries into the United States, including entries by terrorists, other unlawful aliens, instruments of terrorism, narcotics, and other contraband’

- CBP requested \$487M in the FY 2017 Budget Amendment to increase operational control on the southern border.

Select Requirements	Requirements Description
SW Border Surveillance and Tactical Infrastructure	(b) (7)(E)
AMO Border Operations	(b) (7)(E)
(b) (7)(E)	(b) (7)(E)
Facilities to Support USBP on Southern Border	Funding associated with repairs, alterations, and backlogged maintenance for USBP facilities
Miscellaneous Other Items	TALMEC, OIT Equipment and Field Technology for USBP.

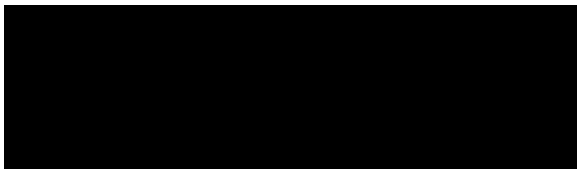


Executive Order Component: Increase BPA Floor by 5,000

'...Take all appropriate action to hire 5,000 additional Border Patrol Agents, and all appropriate action to ensure that such agents enter on duty and are assigned to duty stations as soon as is practicable'

- CBP requested \$65.4M in funding in the FY 2017 Budget Amendment in support of hiring 5,000 Border Patrol Agents.

Select Requirements	Requirements Description
Expand HRM Hiring Capacity	Hiring & recruitment; Strategize, Modernize, & Data Analytics
Additional HRM and OPR Staffing	Increase HRM and OPR staffing to build capacity to hire additional agents
Polygraph Examiner Retention and Recruitment	OPR Retention (10%) and SSR (10%) for 52 examiners
USBP Relocation	USBP Relocations

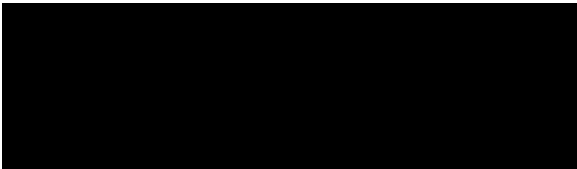


Executive Order Component: Detain all immigration violators

‘Detain individuals apprehended on suspicion of violating Federal or State law, including Federal immigration law, pending further proceedings regarding those violations’

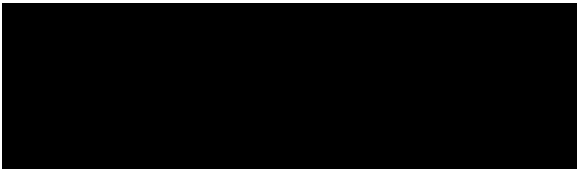
- CBP requested \$95M in the FY 2017 Budget Amendment to support detaining all immigration violators.

Select Requirements	Requirements Description
Increase Temporary CBP Detention Facilities	Increase CBO detention capacity, Legal support and guidance by OCC to CBP operators will be necessary to defend detention and processing of aliens by CBP, Includes costs to stand up and maintain soft side facilities, BPA TDY to manage these facilities, and OFO and USBP requirements to respond to increased flows.



FY 2018 Budget Outlook

What's next?

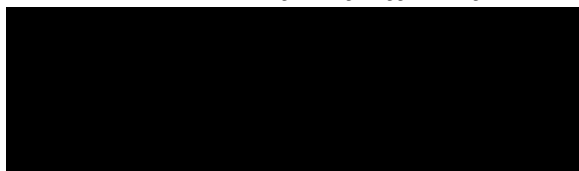


Final Settlement Summary

- FY 2018 Final Settlement uses as its base the FY 2017 Annualized CR – which is equal to FY 2016 Enacted less across the board rescissions
- Settlement adds \$2.7 billion for priority items to implement the border security Executive Orders (EO):
 - \$100 million to hire the first 500 of 5,000 additional Border Patrol Agents
 - \$2.6 billion for high priority tactical infrastructure and border security technology
- With the added funds restricted to those priority items, CBP is left with base appropriated funding of \$10.9 billion to fund all other operations in FY 2018
 - This amount is \$405 million less than the FY 2017 PB, and \$903 million less than the FY 2018 RAD

	FY 2017 Annualized CR	FY 2017 PB*	FY 2018 RAD*	FY 2018 Passback	Passback Less:		
					FY 2017 ACR	FY 2017 PB	FY 2018 RAD
Base Appropriated	10,990.735	11,351.206	11,848.765	10,946.035	-44.700	-405.171	-902.730
EO Directives	0.000	0.000	0.000	2,715.000	2,715.000	2,715.000	2,715.000
Total Appropriated	10,990.735	11,351.206	11,848.765	13,661.035	2,670.300	2,309.829	1,812.270

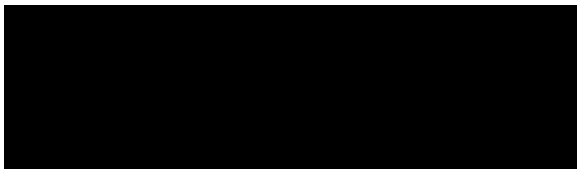
**Excludes Transfer of Office of Biometric Identity Management*



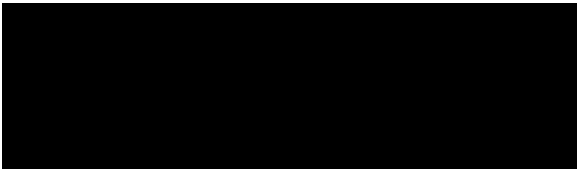
FY 2018: Path Forward



- OF is working with CBP Leadership how best to allocate the base funding to support operational needs.
- In addition, out-year requirements stemming from the proposed FY 2017 Budget Amendment will need to be included in this exercise.
- The Trump Administration released its FY 2018 budget outline, or “skinny budget” on March 16.
- The full FY 2018 budget proposal is expected later this Spring (possibly May 15).
- OF Budget will hold a kickoff meeting in the very near future and provide a full schedule for completion of the Congressional Justifications once we receive further information from OMB and DHS.

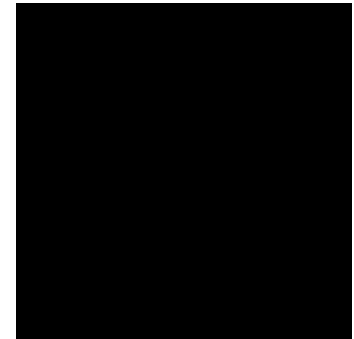


Questions?



DHS Perspective

Acting Deputy Commissioner, General Alles





Financial Excellence ... Always

DHS Budget Update

(b)(6);(b)(7)(C)

Budget Director

EXCELLENCE – TEAMWORK – ACCOUNTABILITY – INTEGRITY – LEADERSHIP

(b) (5)



Congressional Challenges

- FY 2017 budget landscape
 - FY 2017 budget still on the Hill
 - Continuing Resolution (CR) through April 28
 - Budget Amendment supporting Executive Orders
- Congressional balancing act
- FY 2018 Budget Blueprint
 - Provides DHS \$44.1 billion in discretionary budget authority
 - \$4.5 billion designated for Executive Order Implementation
 - \$2.8 billion (6.8%) increase from the FY 2017 Annualized CR



CBP Challenges

- Requirements in FY 2017 that need to be acted on
 - Executive Order implementation
 - Border surge requirements
 - Supporting border wall acquisition process
- Challenges and opportunities
 - Executive Order implementation
 - Maximize fees/revenues



Supporting the PPBE Process

- Building relationships:
 - CBP
 - DHS
 - OMB
 - The Hill
- Know your trade space
- Stay the course
- Be responsive



Common Appropriations Structure

- Implemented in FY 2017
- Transitioned DHS budget from 76 different legacy appropriations to 4 basic appropriations types:
 - Operations and Support
 - Procurement, Construction, and Improvements
 - Research and Development
 - Federal Assistance
- Realigned over 600 different Programs, Projects, and Activities within those appropriations to focus on mission-based programs, such as Security America's Borders (CBP) and Transportation Screening Operations (TSA)
- Next logical step in the maturation of the Department



Fee Governance Council

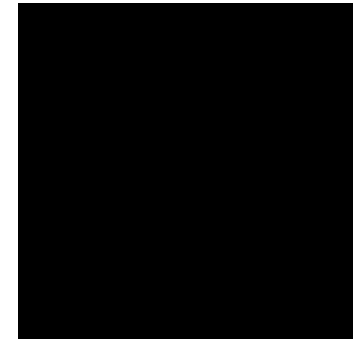
- Established Fee Governance Council to provide governance and oversight structure for fee programs at DHS:
 - How fees are established, updated, or changed at DHS,
 - How regular fee reviews are conducted at DHS,
 - How fees are reported in the budget, and
 - Other related oversight policies.
- The Fee Governance Council is chaired by the DHS CFO and co-chaired by the DHS Budget Director. CFOs from all of the Components with fee programs participate on the Council.
- The Fee Governance Council is helping to ensure consistent management of fee programs across DHS.
- All proposals to create or change fee structures must be reviewed and approved by the Fee Governance Council.



Questions

Strengthening Line of Business (LOB) Portfolio Management

Portfolio Manager, (b)(6);(b)(7)(C)



Line of Business Evolution



Before

Engagement Limited to
Programming for RAP

Prioritizing Gaps

Bottom-up, Short-term
Planning

Resource Data

Evaluating Program Funding Needs

Alignment to Work Unit Priorities
(within LOB trade-offs)

Assessing Investments

Recommending Needs

After

Engagement In All Phases

Prioritizing Base & Gaps

Top-down, Intel, Risk and
Performance Informed Planning

Resource Information & Analysis

Program Requirements Drive
Evaluation of Funding Needs

Alignment to Agency Strategic
Priorities (cross-LOB trade-offs)

Assessing Performance for
Investments (ROI)

Recommending Alternatives



PPBA Last Cycle



Stovepipe

Uncertain

Rushed

PPBA This Cycle



Collaborative

Prepared

Thorough



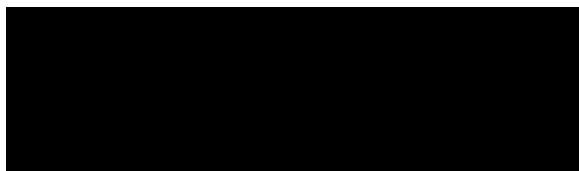
New Line of Business Owners

- ☐ **LOB 1: Securing America's Borders**
 - **Owner: Chief, U.S. Border Patrol**

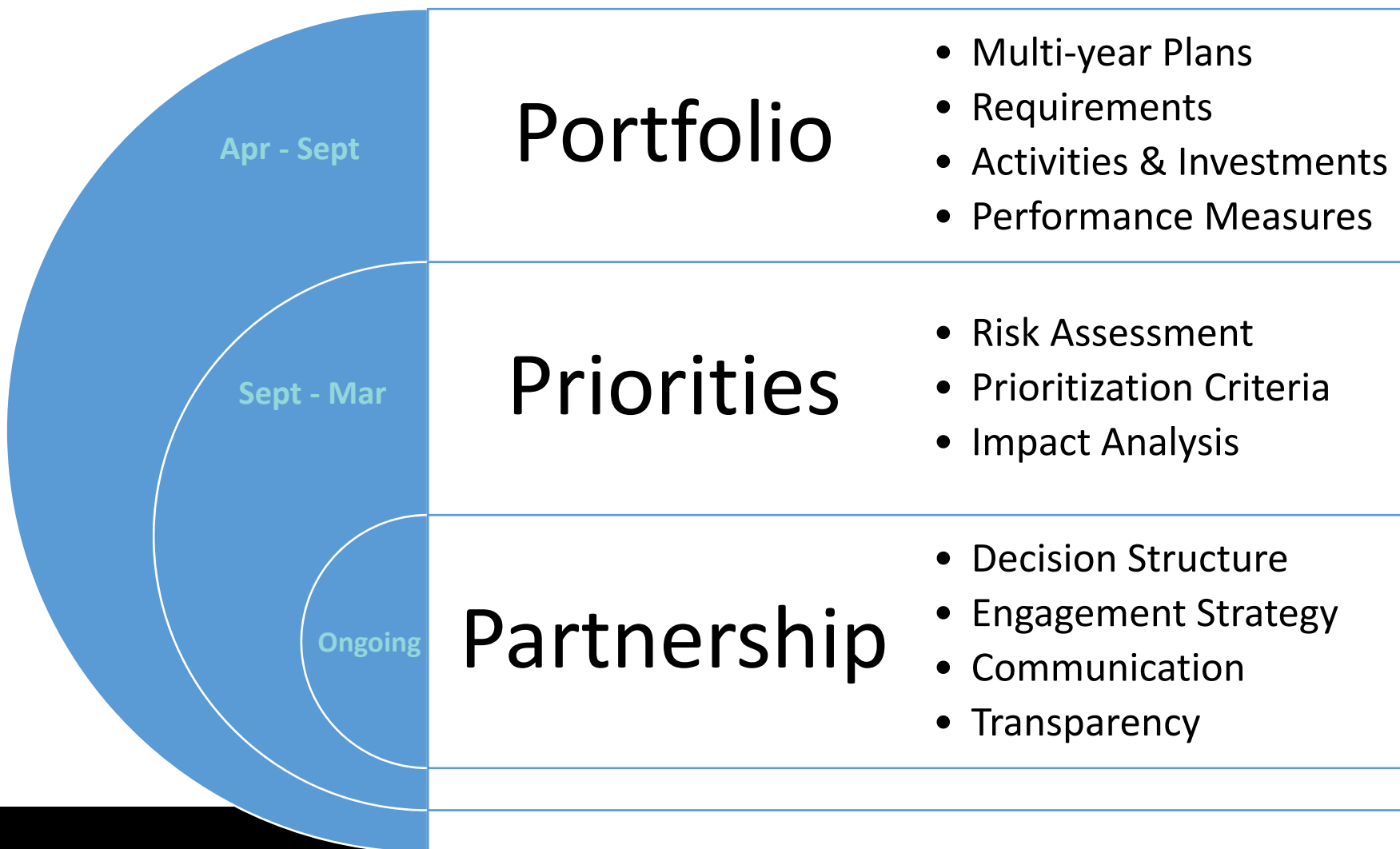
- ☐ **LOB 2: Securing and Expediting Trade and Travel**
 - **Owner: Executive Assistant Commissioner, Office of Field Operations**

- ☐ **LOB 3: Integrated Operations**
 - **Owner: Executive Assistant Commissioner, Integrated Operations**

- ☐ **LOB 4: Management and Administration**
 - **Owner: Executive Assistant Commissioner, Enterprise Services**



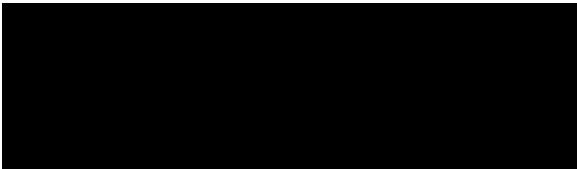
Immediate Focus Areas



Line of Business Structure V2.0



- Implementing Line of Business Structure across PPBA
- Identifying changes to *accurately* represent how we speak about our mission – moving to a common language
- Traceability across plans, resources and outcomes
- Aligning Intelligence, Requirements and Acquisition to drive resource decisions



LOB Structure Explanation



Securing America's Borders, Securing and Expediting Trade and Travel, Integrated Operations, OR Management and Administration

1, 2, 3, OR 4

LOB #: Mission Area

Desired outcome of the below activities and investments

(####) Sub-Program	
Activity	Investment
• Activity 1	• Investment 1
• Activity 2	• Investment 2
	• Investment 3

(####) Sub-Program	
Activity	Investment
• Activity 1	• Investment 1
• Activity 2	• Investment 2
• Activity 3	• Investment 3

(####) Sub-Program	
Activity	Investment
• Activity 1	• Investment 1
• Activity 2	• Investment 2
• Activity 3	• Investment 3
• Activity 4	• Investment 4
• Activity 5	• Investment 5
• Activity 6	• Investment 6
	• Investment 7
	• Investment 8
	• Investment 9
	• Investment 10

(####) Denotes BFX Sub-Program Code

Planning, Programming,
Budgeting, & Accountability
(PPBA)

Together, these support the desired outcome/sub-program

Example - LOB 3: Integrated Operations



(1500) Mission Support

Activity	Investment
<ul style="list-style-type: none"> • Business Support • Train/Develop Workforce • Other Mission Training • Air and Marine Facilities 	<ul style="list-style-type: none"> • Mobile Asset Program – Office of Air and Marine

(1502) Enterprise Operations

Activity	Investment
<ul style="list-style-type: none"> • Joint Operational Planning and Execution • Joint Air Operations / Source and Transit Zones • International Diplomacy Missions • Laboratory and Scientific Services • Intergovernmental Liaison and Outreach • Air and Marine National Operations 	<ul style="list-style-type: none"> • TAC-COM Modernization • Big Pipe • (b) (7)(E) • Air & Marine Operations Surveillance System (AMOSS) • Laboratory Information Network • P-3 Maintenance

(1501) Incident/Event Management

Activity	Investment
<ul style="list-style-type: none"> • Continuity of Operations Management (COOP) • Disaster and National Incident Management • National Security Special Events (NSSE) Support 	<ul style="list-style-type: none"> • Contribution to FEMA Disaster Management

(1505) CBP Intelligence Enterprise

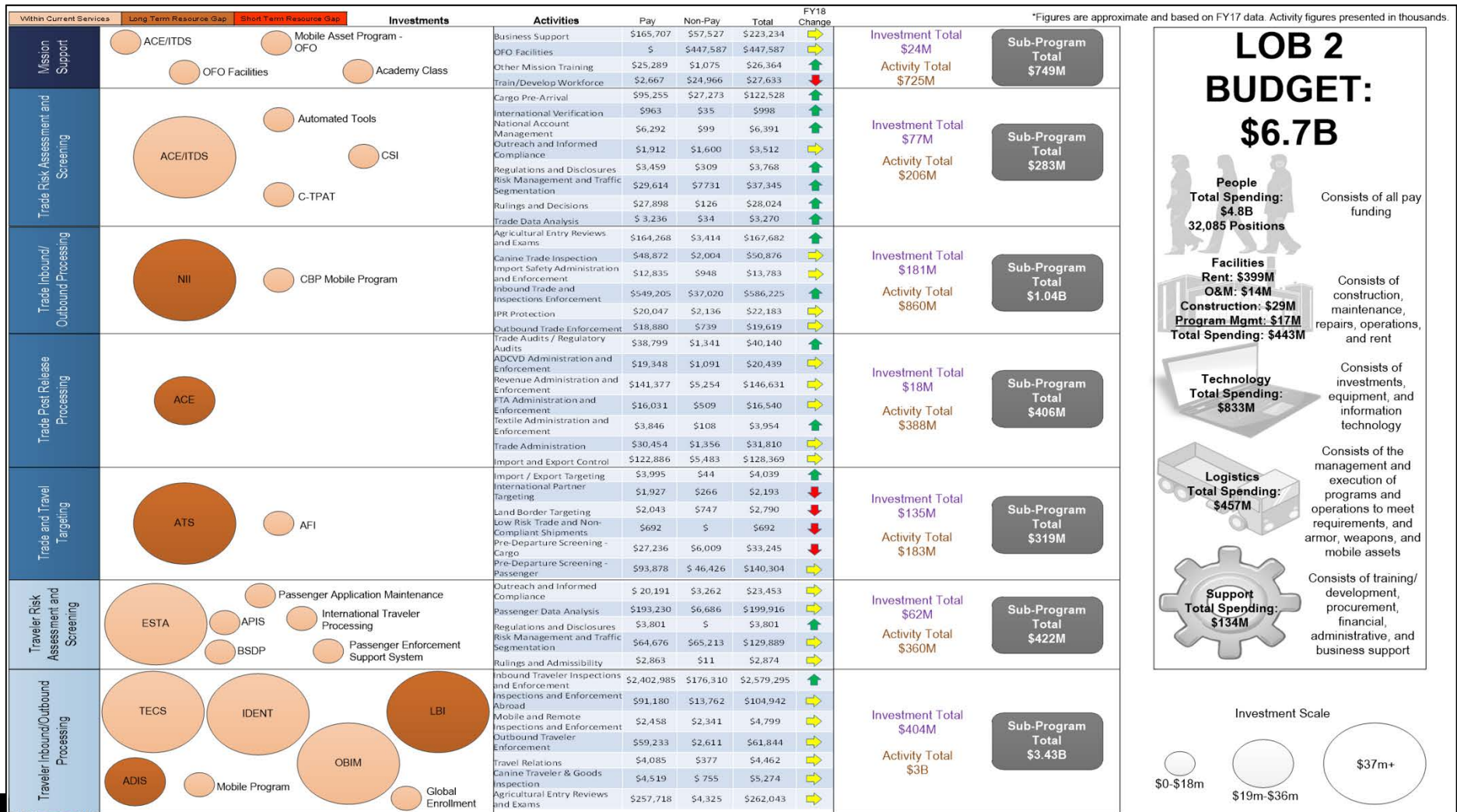
(b) (7)(E)

Comprehensive View of LOBs – “Placemats”

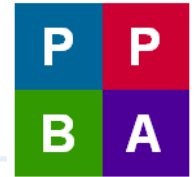


DHS Mission 2 – Secure and Manage Our Borders			Goal 2.1 Secure U.S. Air, Land, and Sea Borders			Goal 2.2 Safeguard and Expedite Lawful Trade and Travel					
LOB 2: Securing & Expediting Trade & Travel						Office of Field Operations		Office of Trade		Supporting Offices	
The Securing and Expediting Trade and Travel Program encompasses a multi-layered system of people, technology, intelligence, risk information, targeting, international cooperation and expanded shipper and traveler vetting that provides Customs and Border Protection greater flexibility and capacity in shifting functions away from the physical border, allowing Customs and Border Protection to better intercept potential threats before they can cause harm while expediting legal travel and trade/commerce.						*Data is approximate. Do not use as source of official information.			*GPRA measures aligned only to Vision and Strategy 2020 Objective.		
<div>CBP Threat Assessment</div> <div>Narcotics Smuggling</div> <div>Invasive Agricultural Pests</div> <div>Human Trafficking and Smuggling</div> <div>Plant and Animal Diseases</div> <div>Trade and Travel Threats</div> <div>Food-Borne Illnesses</div> <div>CBEN</div> <div>Cyber Threats</div> <div>Unintentional Agricultural Threats</div> <div>Proliferation of WMD</div> <div>Aggravation</div> <div>Airbuses</div>	Mission Requirements (Sub-Programs)		CBP Vision and Strategy 2020 Objectives		Sub-Program Budget		FY17 Commissioner's Priorities and Office Priorities		Performance Measures*		
	Trade Risk Assessment and Screening		1C: Strengthen Global Supply Chain Security 3C: Expand Risk-Segmentation Through Advanced Technology to Enable Low-Risk Trade and Travel		FY17 \$283M FY18 \$269M		↓		<ul style="list-style-type: none">Value of shipments seized as a result of IPR violations (GPRA)Number of shipments seized as a result of IPR violations (GPRA)Compliance rate for C-TPAT members (GPRA)Percent of inbound cargo identified by CBP as potentially high risk that is assessed or scanned prior to departure or arrival at a U.S. port of entry (GPRA)		
	Trade Inbound/Outbound Processing		2C: Strengthen Comprehensive Trade Enforcement 2D: Strengthen Processes to Conduct Outbound Enforcement and Interdiction of Travelers and Cargo 3B: Promote Harmonization Throughout Ports of Entry and Other U.S. Government Agencies		FY17 \$1.04B FY18 \$1.13B		↑		<ul style="list-style-type: none">Amount of smuggled outbound currency seized at the ports of entry (in millions) (GPRA)Number of smuggled outbound weapons seized at the ports of entry (GPRA)		
	Trade and Travel Targeting		2E: Advance a Comprehensive, Predictive Targeting Strategy to Identify Threats as Early as Possible		FY17 \$319M FY18 \$318M		↓		<ul style="list-style-type: none">Percent of cargo by value imported to the U.S. by participating in CBP trade partnership programs (GPRA)		
	Trade Post Release Processing		2C: Strengthen Comprehensive Trade Enforcement 3A: Reduce Costs for the U.S. Government and the Trade and Travel Communities by Streamlining Processes in Collaboration with Public and Private Sector Partners		FY17 \$409M FY18 \$415M		→		<ul style="list-style-type: none">Percent of import revenue successfully collected (GPRA)Percent of imports compliant with U.S. trade laws (GPRA)		
	Traveler Inbound/Outbound Processing		2D: Strengthen Processes to Conduct Out-Bound Enforcement and Interdiction of Travelers and Cargo 3A: Reduce Costs for the U.S. Government and the Trade and Travel Communities by Streamlining Processes in Collaboration with Public and Private Sector Partners 3B: Promote Harmonization Throughout Ports of Entry and Other U.S. Government Agencies		FY17 \$3.43B FY18 \$3.61B		↑		<ul style="list-style-type: none">Percent of land border passengers compliant with laws, rules, and regulations (GPRA)Percent of air passengers compliant with laws, rules, and regulations (GPRA)Percent of border vehicle passengers in compliance with agricultural quarantine regulations (GPRA)Percent of international air passengers in compliance with agricultural quarantine regulations (GPRA)Percent reduction of processing and wait times for members of Global Entry and other Trusted Traveler programs compared to non-members (GPRA)Percent of time TECS is available to end users (GPRA)		
	Traveler Risk Assessment and Screening		1A: Understand the Threat Environment 1B: Enhance Procedures and Partnerships that will Facilitate Interagency and International Border Enforcement Coordination 3C: Expand Risk-Segmentation Through Advanced Technology to Enable Low-Risk Trade and Travel		FY17 \$422M FY18 \$431M		→		<ul style="list-style-type: none">Percent of Global Entry members with no security-related violations (GPRA)		
	Mission Support				FY17 \$749M FY18 \$748M		↓				

Comprehensive View of LOBs – “Placemats”



LOB Change Control Process



CBPnet Collaboration

BROWSE EDIT

Save Cancel Paste Cut Copy Attach File Spelling

Commit Clipboard Actions Spelling

LOB Home ▶

- PPBA Home
- LOB Toolkit
- LOB Sub-Programs and Activities
- IAT Collaboration Site
- PPBA Executive Calendar
- PPBA Deliverables Tracker
- LOB Documents
- LOB Contacts
- LOB Announcements
- LOB Structure Change Control Form
- Recent ▶

All Site Content

LOB Structure Change Control Form

Name *

Cross-LOB Change ☐ ▼

Change Type * ▼

Item Type ▼

Item Name ▼

Change Description *

Please describe the nature of your request

Reason *

(If applicable, please attach supporting documents to this ticket using the ribbon at the top of the screen)

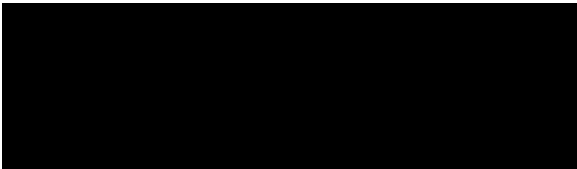
- Options to Add, Delete, Rename, or Move:
 - Sub-programs
 - Activities
 - Investments
- Cross-LOB modification proposals submitted to the RMC and ALC for review.
- All approved changes reflected in BFX, Placemats, and LOB Structure.



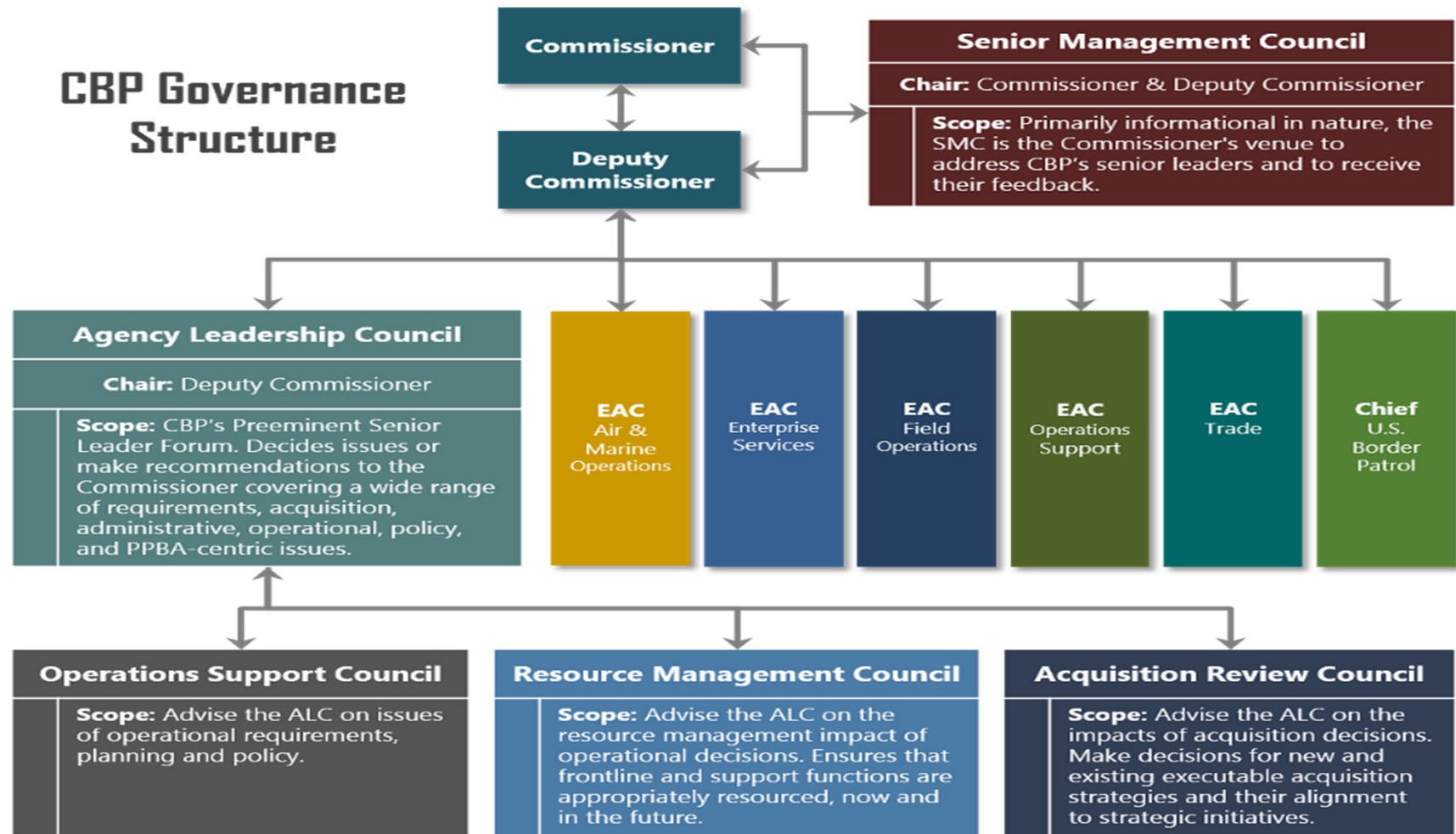
Aligning with Enterprise Governance

“Governance is the process where decisions are made, memorialized, archived, publicized -- and most important of all -- acted upon.”

As part of its effort to reduce the number of personnel reporting directly to the Commissioner, CBP established the Enterprise Governance Framework and created the Enterprise Governance Division (EGD) to manage the framework.

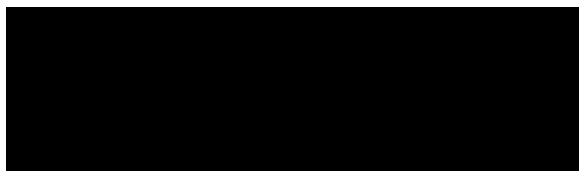


Enterprise Governance Framework





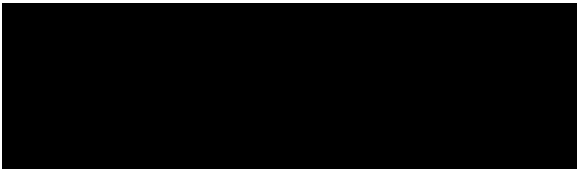
Questions?



Wrap Up & Next Steps



- Please take the survey! Your feedback is important
- Let us know you attended
- Visit the CBP PPBA SharePoint Site – set alerts for the latest information
- Share the Enterprise Services Newsletter
- Contact us via the CAO PPBA mailbox with questions





Planning, Programming, Budgeting & Accountability (PPBA) Town Hall Agenda

“Communicating CBP’s Strategic Value in a New Administration”

Date: Thursday, March 23, 2017

Time: 9:00am-12:00pm. Please arrive early to sign in and be seated.

Location: L’Enfant Plaza, GSA NCR/ROB Auditorium 301 7th Street SW Washington, DC 20407

Nearest Metro Station: L’Enfant Plaza Station (Blue/Orange/Silver or Green/Yellow lines) accessible via Metro Center and Federal Triangle metro stations.

PPBA community dialogue and networking on the topic of linking strategy, resources and performance in year round mission and resource portfolio management

Time	Topic	Description	Presenter	Duration
9:00	I. Agenda, Logistics and Opening Remarks	<ul style="list-style-type: none"> Review agenda and logistics for participants in the room and on the conference line Introduce presenters, guests and press 	(b)(6);(b)(7)(C) Director, Portfolio Analysis & Integration Division	10 mins
9:10	II. CBP Executive Leadership’s Perspective on PPBA	<ul style="list-style-type: none"> Leadership’s perspective on how we are improving PPBA as an Agency Facilitate input from the community on how PPBA is helping them Share CBP’s emerging requirements and response to New Administration’s priorities 	General Randolph “Tex” Alles Acting Deputy Commissioner	30 mins
9:40	III. State of Budget	<ul style="list-style-type: none"> Overview of the FY17-18 budgetary landscape Update on financial impact of Continuing Resolution and Executive Orders 	(b)(6);(b)(7)(C) CBP Office of Finance	20 mins
10:00	Community Networking	Based on survey feedback from the August Town Hall we have built in time for networking.	Participants	30 mins
10:30	IV. Keynote Speaker	<ul style="list-style-type: none"> DHS perspective on CBP’s opportunities and challenges in the new administration Guidance from the top on positioning the CBP PPBA community to be responsive to short and long term impact on the mission and resources Audience Q&A 	(b)(6);(b)(7)(C) DHS Budget Director	60 mins
11:30	V. A Look Ahead	<ul style="list-style-type: none"> New LOB Owners and overview of their roles PPBA improvements and LOB Portfolio Management Answer common questions on LOB approach 	(b)(6);(b)(7)(C) Office of Accountability	20 mins
12:00	VI. Conclusion	Wrap up, Survey and Plans for Next Event	(b)(6);(b)(7)(C) Director PAID	10 mins

(b)(6);(b)(7)(C)

Subject: CBP's recruiting Efforts Media Event
Location: 4.4A Commissioner's Large Conference Room

Start: Wed 3/15/2017 2:30 PM
End: Wed 3/15/2017 3:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER
Required Attendees: KARISCH, RODOLFO; JACKSTA, LINDA L (AC HRM); (b) (6), (b) (7)(C) FLANAGAN, PATRICK S; VITIELLO, RONALD D (USBP); ALLES, RANDOLPH D; PROVOST, CARLA (USBP)

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)

OC POC: Patrick Flanagan
OPA POC: AC (b)(6);(b)(7)(C)
BM: Yes

Attendees:
Commissioner
Deputy Commissioner
Chief Vitiello
AC Jacksta
AC Karisch
AC (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject: Ceremony and Potluck Update
Location: Conf. Rm. (b)

Start: Mon 3/13/2017 9:00 AM
End: Mon 3/13/2017 9:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) LUCK,
SCOTT A (USBP); (b) (6), (b) (7)(C)

Optional Attendees:

(b)(6);(b)(7)(C)

We will be having a quick meeting with B2 tomorrow at 10am to discuss the ceremony and potluck. She wants an update to make sure everything is set for Tuesday. Albeit all signs point to snow so we will discuss alternate COAs. Please plan to attend and if I left someone out just advise and I'll include them in the invite.

(b)(6);(b)(7)(C)

Subject: (b) (6), (b) (7)(C) Wall Brief

Location: Teaming Area

Start: Fri 3/31/2017 1:00 PM

End: Fri 3/31/2017 1:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C) (b)(6);(b)(7)(C)
(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject:
Location:

Start:
End:

Recurrence:

Meeting Status:

Organizer:
Required Attendees

Optional Attendees

U.S. Customs and Border Protection
Requests the honor of your company at the

Swearing in Ceremony

Honoring
Chief
U.S. Border Patrol
Ronald D. Vitiello

Ronald Reagan Building
14th Street Lobby
1300 Pennsylvania Avenue, N.W.
Washington, D.C. 20004

On Tuesday, March 14th, 2017
1:00 p.m.

RSVP by close of business Friday, March 10th, 2017
to (b) (7)(E)

"HONOR FIRST"

(b)(6);(b)(7)(C)

Subject: Chiefs Strategic Meeting (Ramey) Discussion

Location: Chief Provost' Office

Start: Fri 3/10/2017 12:00 PM

End: Fri 3/10/2017 12:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CHAVEZ, GLORIA I

Required Attendees: PROVOST, CARLA (USBP); CHAVEZ, GLORIA I;

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: Conference Call HAC-SAC Staff re RGV levee wall and new barrier system
Location: Conference Line: (b) (7)(E) / Pin (b) (7)(E)
Start: Fri 3/24/2017 2:15 PM
End: Fri 3/24/2017 2:45 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: (b) (6), (b) (7)(C)
Required Attendees: HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C) KIM
M LOWRY (b) (6), (b) (7)(C)
Optional Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

****A copy of the Environmental Stewardship Summary Report (ESSR) the staff referenced in their request can be found on CBP's website at: <https://www.cbp.gov/document/environmental-assessments/rio-grande-valley-pf225-essr>

Conference Line: (b) (7)(E)
Pin: (b) (7)(E)
Moderator (Brackett) Code: (b) (7)(E)

Likely Congressional Staff Participants:

(b) (6) – Professional Staff, House Appropriations Committee / Homeland Security Subcommittee (Majority)
(b) (6) – Professional Staff, House Appropriations Committee / Homeland Security Subcommittee (Minority)
(b) (6) – Professional Staff, Senate Appropriations Committee / Homeland Security Subcommittee (Minority)
(b) (6) – Professional Staff, Senate Appropriations Committee / Homeland Security Subcommittee (Majority)

Staff's request for a call is below:

Guys, I think we need another phone call. It was our understanding that the (b) (5)
We just
need to get to the ground truth on these two.

This would be a follow up call to the call with B1, AC Calvo and AC Borkowksi held yesterday.

The following attachments were provided to staff today at 1:00pm regarding the FY2017 budget amendment request for funding for 28 miles of levee wall in RGV and 6 miles of border barrier system in RGV.



28mi RGV
3/24/2017/aboox
Copy of
Name: Project B...
0100: Levee.pdf

Document Purpose: Justification of 28 miles, New Wall, Rio Grande Valley Sector (RGV)

Source: HQ, USBP, SPAD

March 23rd, 2017

Summary: The USBP is requesting funds for 28 miles of New Wall and supporting roads, in RGV sector. The primary requirement to impede and deny illegal activity in the Rio Grande Valley Sector has been validated through gap analysis and planning since 2014. The secondary requirement to increase lateral access has also been validated through gap analysis and planning since 2014. Historically, the USBP has prioritized these requirements by determining which gaps were necessary to mitigate and which gaps were desirable based on Operational Control. As the definition of Operational Control changes and as the threat shifts and exploits USBP capability, the priorities change. As of March, 2017, mitigating these RGV capability gaps is a 2017 Operational priority.

Expected Operational Outcomes:

(b) (5)

2017 Requirement Validation and Development Process:

Since 2013, RGV had identified multiple impedance and denial capability gaps that negatively impact operations; including but not limited to adversaries adapting tactics to defeat existing fencing, adversaries exploiting gaps in existing fencing, and adversaries exploiting a lack of fencing in areas where adversary vanishing times are short.

RGV has also identified a lack of lateral access to rapidly respond to illegal activity. Wall construction, and the supporting road construction, will mitigate these gaps.

Updated analysis conducted in March 2017 assessed the following terrain attributes across the southwest border:

- Proximity to urban areas,
- Proximity to roads,
- Terrain type, and
- Slope (elevation)

These factors were compiled to estimate adversary vanishing times. This analysis revealed that in general, RGV [REDACTED] (b) (5), (b) (7)(E)

History of RGV Requirement:

The Impedance and Denial capability gap, along with the lack of lateral access has existed for years. This specific issue was well documented and analyzed during 2014 gap analysis efforts in RGV. This gap was not mitigated because of the lack of fence development and design funding.

Zone Breakdown			
Station	Zone	Distance (mi.)	Project
(b) (7)(E)			
(b) (7)(E)			Levee Proposed Wall
TOTAL		(b) (7)(E)	

Project Breakdown	
(b) (7)(E)	
Levee Proposed Wall	
Total	(b) (7)(E)

(b) (7)(E), (b) (5)

(b)(6);(b)(7)(C)

Subject: Continuation of Border Study Discussion Prep
Location: Teaming Area

Start: Thu 3/30/2017 1:45 PM
End: Thu 3/30/2017 2:15 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: CPA Wall Presentation VTC
Location: UISBP Conf Room (b)

Start: Mon 3/27/2017 12:00 PM
End: Mon 3/27/2017 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b) (6), (b) (7)(C)

3.27.17 Update: RGV is be briefing first. Tucson will now brief last.

Below is the updated VTC info (I only received one change). If you have trouble connecting, please call my cell phone, (b)(6);(b)(7)(C). Thank you. v/r, (b) (6), (b) (7)(C)

<<FW: CPA Wall Presentation VTC >> <<FW: CPA Wall Presentation VTC >>

Update: RGV and Tucson will be presenting 1st.

Please contact (b) (6), (b) (7)(C) if the IP/contact info for the VTC is incorrect by COB Friday, March 24th. If you do not have VTC capabilities, please use the number below.

Number: (b) (7)(E)
Code: (b) (7)(E)

Thank you.

<<VTC Info for 3.27.17.xls>> <<VTC Info for 3.27.17.xls>>

<<FW: CPA Wall Presentation VTC >> <<FW: CPA Wall Presentation VTC >> <<VTC Info for 3.27.17.xls>> <<VTC Info for 3.27.17.xls>>

Border Wall VTC

(b) (5)

In reference to this slide the Sector will discuss:

1. Articulate:

-
-
-

(b) (5), (b) (7)(E)

2. Discuss operational objectives of the construction plan outlined above

3. Discuss expected benefits of the plan

(b) (5)

Border Wall VTC cont'd...

- *At a high level—* (b) (5)

(b) (5)

- *At a high level—* (b) (5)

(b) (5)

- *At a high level—* (b) (5)

(b) (5)

Border Wall VTC cont'd...

- Summarize recommended course of action...

Backup Slide...

- List end-state miles proposed of the following (for use by OFAM and Wall IPT)

(b) (5), (b) (7)(E)

Backup Slide #2...

Barrier Type	End State Barrier Mileages	*Barrier Support Assets in Miles (e.g., (b) (5), (b) (7)(E) Road)
(b) (5), (b) (7)(E)		
		(b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, March 16, 2017 12:57 PM
To: (b)(6);(b)(7)(C)
Subject: FW: CPA Wall Presentation VTC
Attachments: Border Wall VTC 3.16.17 0830hrs.pptx

Follow Up Flag: Follow up
Flag Status: Completed

I apologize, I meant to cc you on this. Thank you for setting up the call!

(b) (6), (b) (7)(C)
Chief Patrol Agent
U.S. Border Patrol – Blaine Sector
Cell – (b)(6);(b)(7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, March 16, 2017 11:42 AM
To: (b) (6), (b) (7)(C)
GLORIA I (b) (6), (b) (7)(C) CHAVEZ,
HULL, AARON A (b) (6), (b) (7)(C) ; KARISCH, RODOLFO (b) (6), (b) (7)(C)
LUCK, SCOTT A (USBP)
(b) (6), (b) (7)(C) HUFFMAN, BENJAMINE C (b) (6), (b) (7)(C) ; HULL, AARON A
(b) (6), (b) (7)(C) ; CHAVEZ, GLORIA I (b) (6), (b) (7)(C) PROVOST, CARLA (USBP)
(b) (6), (b) (7)(C) >; VITIELLO, RONALD D (USBP) (b) (6), (b) (7)(C) v>
Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) HUFFMAN,
BENJAMINE C (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject: CPA Wall Presentation VTC

Good morning.

As previously indicated each SWB Sector Chief will have the opportunity to brief their respective wall plan to USBP HQ Command (B1, B2, Chief Luck, and Chief Huffman).

(b) (5), (b) (7)(E), (b) (6), (b) (7)(C)



The Executive Team has indicated that each presentation should be kept at a strategic level discussion. The presentation should take no more than 15 minutes followed by an additional 10 minutes for Q&A.

(b) (5), (b) (7)(E)

Thank you and please call if you have any questions,

(b) (6), (b) (7)(C)

Chief Patrol Agent

U.S. Border Patrol – Blaine Sector

Cell – (b)(6);(b)(7)(C)

Border Wall VTC

(b) (5), (b) (7)(E)

In reference to this slide the Sector will discuss:

1. Articulate:

•
:
•

(b) (5), (b) (7)(E)

2. Discuss operational objectives of the construction plan outlined above

3.

(b) (5)

Border Wall VTC cont'd...

- *At a high level—* (b) (5)
(b) (5)

- *At a high level—* (b) (5)
(b) (5)

- *At a high level—* (b) (5)
(b) (5)

Border Wall VTC cont'd...

- Summarize recommended course of action...

Backup Slide...

- List end-state miles proposed of the following (for use by OFAM and Wall IPT)

(b) (5), (b) (7)(E)

Backup Slide #2...

Barrier Type	End State Barrier Mileages	*Barrier Support Assets in Miles (e.g., (b) (5), (b) (7)(E), Road)
(b) (5), (b) (7)(E)		
		(b) (5), (b) (7)(E)



Customs & Border Protection

Bridge Request Form

VTC Program

Date: 10/24/2016

Requestor / Point of Contact

Primary POC:	(b)(6);(b)(7)(C)		
Primary Location:	Conference Room (b)(7)(E)		
Primary Phone:	(b)(6);(b)(7)(C)	Cell Phone:	(b)(6);(b)(7)(C)
E-mail Address:	(b)(6);(b)(7)(C)		
Site VTC#:	(b)(7)(E)		

Conference Appointment Details



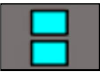


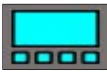

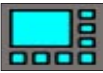


Conference Date:	3/27/2017		
Reoccurrence:	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Daily _____ Weekly _____ Monthly _____		
Duration & Time Zone:	1230 pm Start	17:00 Finish	(A 30 minute window is recommended for connection prior to your scheduled meeting time.)
Number of VTC Sites:	22		

Conference Screen Option

VTC Screen Option: Continuous presence is the way the monitor looks during a videoconference when it is divided into three or more windows. Each window contains a view of the participants at the remote sites. The benefit of continuous presence is that you can see all of the meeting participants at the same time during a Multi-Site meeting. It is accomplished by transmitting two or more simultaneous images.

Please select one of the following options:

1 - Continual Presence

 1 - Continual Presence	 2X "Two By"	 2X-V "Two By-Vertical"	 3X = 2 side-by-side w/ Large Screen Top or Bottom	 4X "Four By"	 4+1 "Four+One"
 9X "Nine By" (Hollywood Sq.)	 7+1 "Seven+One"	 5+1 "Five+One"	 Other Options		

Additional Viewing Modes (4X4, 8+2, 12+1): Large conferences of 10 or more sites may benefit from these three viewing modes. Lecture mode is also available. The small window may be too small to be useful on a small TV screen/monitor.

UPON RECEIPT OF BRIDGE CONFIRMATION, PLEASE CONTACT ALL CONFERENCE PARTICIPANTS TO ENSURE THAT THE PARTICIPATING LOCATIONS HAVE RESERVED THE APPROPRIATE ROOM AND ASSISTANCE IS AVAILABLE, IF NECESSARY, TO OPERATE THE EQUIPMENT

VTC Conference Participants

Please use *Update_Field700Number/CBP DIRECTORY* as reference

VTC Participants	Site Name	POC Contact Name	POC Contact Number	VTC Number
1	Del Rio	(b) (6), (b) (7)(C), (b) (7)(E)		
2	(b) (7)(E)			
3	Buffalo			
4	Detroit			
5	Grand Forks			
6	Havre			
7	Miami			
8	El Paso			
9	New Orleans			
10	Ramey			
11	SOG			
12	Swanton			
13	Yuma			
14	Tucson			
15	RGV			
16	Laredo			
17	Blaine			
18	San Diego			
19	El Centro			
20	Houlton			

Note: VTC Bridge Administrator will not be responsible for the coordinating with each location on the availability of the room or with the operation of the equipment during the scheduled conference. The VTC Bridge Administrator will provide assistance with connectivity issues and test calls prior to the conference. The Requestor is then responsible to forward this information to the teleconference participants. When requesting a CBP Video Teleconferencing Bridge, it is recommended that you provide 24 hour notification prior to desired conference date.

FOR TECHNICAL ASSISTANCE DURING YOUR VIDEOCONFERENCE, PLEASE CONTACT VTC OPERATIONS AT (b) (7)(E)



Customs & Border Protection

Bridge Request Form

VTC Program

Date: 10/24/2016

Requestor / Point of Contact

Primary POC:	(b)(6);(b)(7)(C)		
Primary Location:	Conference Room (b)(7)(E)		
Primary Phone:	(b)(6);(b)(7)(C)	Cell Phone:	(b)(6);(b)(7)(C)
E-mail Address:	(b)(6);(b)(7)(C)		
Site VTC#:	(b)(7)(E)		

Conference Appointment Details



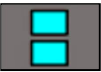


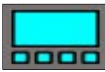



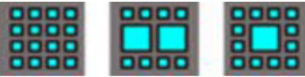
Conference Date:	3/27/2017		
Reoccurrence:	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Daily _____ Weekly _____ Monthly _____		
Duration & Time Zone:	1230 pm Start	17:00 Finish	(A 30 minute window is recommended for connection prior to your scheduled meeting time.)
Number of VTC Sites:	22		

Conference Screen Option

VTC Screen Option: Continuous presence is the way the monitor looks during a videoconference when it is divided into three or more windows. Each window contains a view of the participants at the remote sites. The benefit of continuous presence is that you can see all of the meeting participants at the same time during a Multi-Site meeting. It is accomplished by transmitting two or more simultaneous images.

Please select one of the following options:

1 - Continual Presence

 1 - Continual Presence	 2X "Two By"	 2X-V "Two By-Vertical"	 3X = 2 side-by-side w/ Large Screen Top or Bottom	 4X "Four By"	 4+1 "Four+One"
 9X "Nine By" (Hollywood Sq.)	 7+1 "Seven+One"	 5+1 "Five+One"	 Other Options		

Additional Viewing Modes (4X4, 8+2, 12+1): Large conferences of 10 or more sites may benefit from these three viewing modes. Lecture mode is also available. The small window may be too small to be useful on a small TV screen/monitor.

UPON RECEIPT OF BRIDGE CONFIRMATION, PLEASE CONTACT ALL CONFERENCE PARTICIPANTS TO ENSURE THAT THE PARTICIPATING LOCATIONS HAVE RESERVED THE APPROPRIATE ROOM AND ASSISTANCE IS AVAILABLE, IF NECESSARY, TO OPERATE THE EQUIPMENT

VTC Conference Participants

Please use *Update_Field700Number/CBP DIRECTORY* as reference

VTC Participants	Site Name	POC Contact Name	POC Contact Number	VTC Number
1	Del Rio	(b) (6), (b) (7)(C), (b) (7)(E)		
2	(b) (7)(E)			
3	Buffalo			
4	Detroit			
5	Grand Forks			
6	Havre			
7	Miami			
8	El Paso			
9	New Orleans			
10	Ramey			
11	Swanton			
12	Yuma			
13	Tucson			
14	RGV			
15	Laredo			
16	Blaine			
17	San Diego			
18	El Centro			
19	Houlton			

Note: VTC Bridge Administrator will not be responsible for the coordinating with each location on the availability of the room or with the operation of the equipment during the scheduled conference. The VTC Bridge Administrator will provide assistance with connectivity issues and test calls prior to the conference. The Requestor is then responsible to forward this information to the teleconference participants. When requesting a CBP Video Teleconferencing Bridge, it is recommended that you provide 24 hour notification prior to desired conference date.

FOR TECHNICAL ASSISTANCE DURING YOUR VIDEOCONFERENCE, PLEASE CONTACT VTC OPERATIONS AT (b) (7)(E)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 16, 2017 12:57 PM
To: (b)(6);(b)(7)(C)
Subject: FW: CPA Wall Presentation VTC
Attachments: Border Wall VTC 3.16.17 0830hrs.pptx

Follow Up Flag: Follow up
Flag Status: Completed

I apologize, I meant to cc you on this. Thank you for setting up the call!

(b)(6);(b)(7)(C)
Chief Patrol Agent
U.S. Border Patrol – Blaine Sector
Cell – (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 16, 2017 11:42 AM
To: (b)(6);(b)(7)(C)
(b)(6), (b)(7)(C) CHAVEZ,
GLORIA I (b)(6), (b)(7)(C)
(b)(6), (b)(7)(C)
HULL, AARON A (b)(6), (b)(7)(C) KARISCH, RODOLFO (b)(6), (b)(7)(C)
LUCK, SCOTT A (USBP)
(b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST, CARLA (USBP)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
BENJAMINE C HUFFMAN,
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

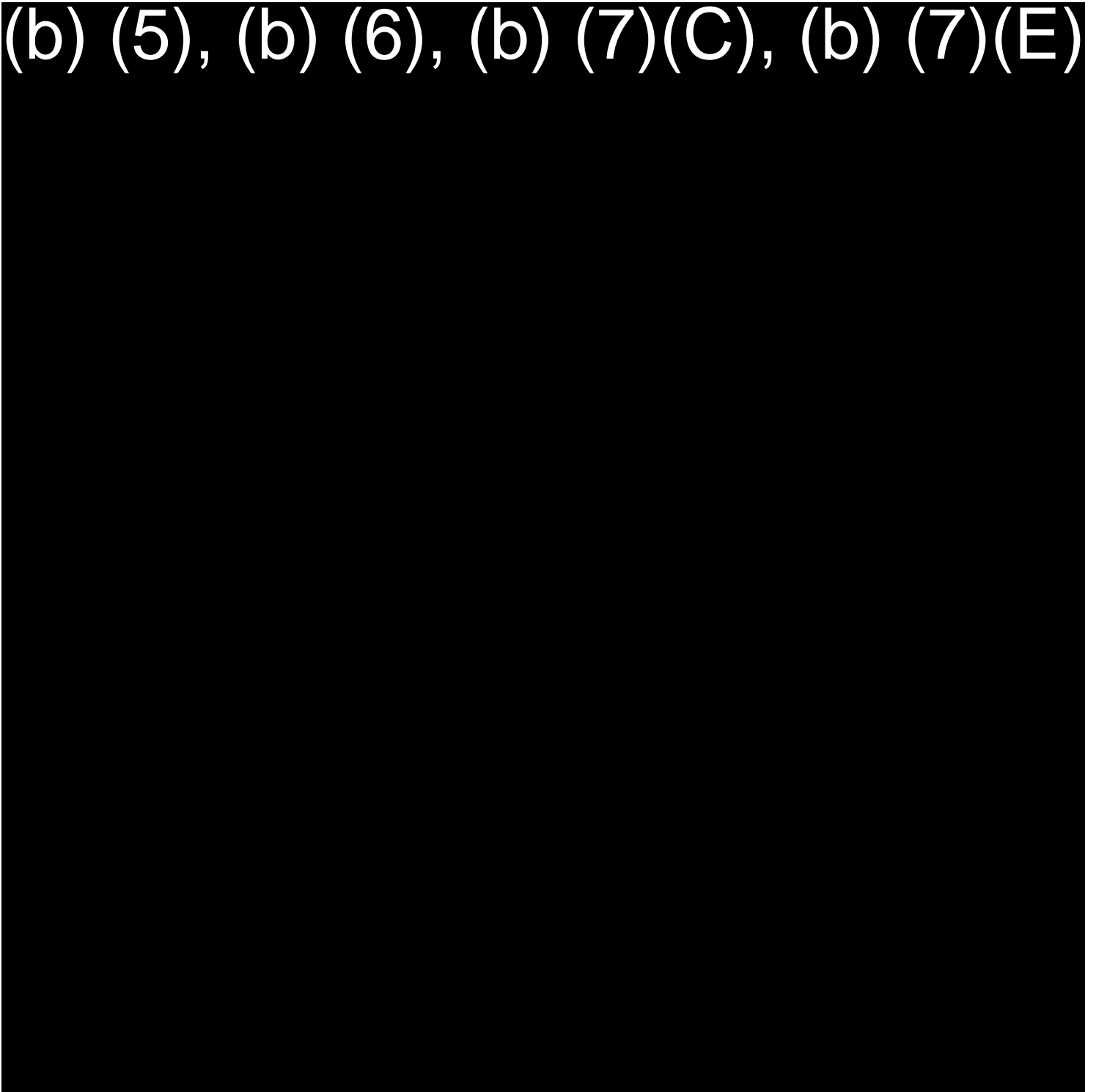
(b)(6);(b)(7)(C)

Subject: CPA Wall Presentation VTC

Good morning.

As previously indicated each SWB Sector Chief will have the opportunity to brief their respective wall plan to USBP HQ Command (B1, B2, Chief Luck, and Chief Huffman).

(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



The Executive Team has indicated that each presentation should be kept at a strategic level discussion. The presentation should take no more than 15 minutes followed by an additional 10 minutes for Q&A.

(b) (7)(E), (b) (5)

Thank you and please call if you have any questions,

(b)(6);(b)(7)(C)

Chief Patrol Agent

U.S. Border Patrol – Blaine Sector

Cell – (b)(6);(b)(7)(C)

Border Wall VTC

(b) (5), (b) (7)(E)

In reference to this slide the Sector will discuss:

1. Articulate:

•
:
•

(b) (5), (b) (7)(E)

2. Discuss operational objectives of the construction plan outlined above

3.

(b) (5)

Border Wall VTC cont'd...

- *At a high level* [REDACTED] (b) (5)
[REDACTED] (b) (5)
- *At a high level—* [REDACTED] (b) (5)
[REDACTED] (b) (5)
- *At a high level—* [REDACTED] (b) (5)
[REDACTED] (b) (5)

Border Wall VTC cont'd...

- Summarize recommended course of action...

Backup Slide...

- List end-state miles proposed of the following (for use by OFAM and Wall IPT)

(b) (5), (b) (7)(E)

Backup Slide #2...

Barrier Type	End State Barrier Mileages	*Barrier Support Assets in Miles (e.g. (b) (5), (b) (7)(E)oad)
(b) (5), (b) (7)(E)		
		(b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

Subject: (b) (6), (b) (7)(C) meeting

Location: B2s office

Start: Thu 3/2/2017 6:45 AM

End: Thu 3/2/2017 7:15 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: DAC OPR Interview
Location: RRB, Room 8.3A, poc for interview room is (b)(6);(b)(7)(C)
Start: Fri 3/10/2017 9:30 AM
End: Fri 3/10/2017 11:00 AM
Recurrence: (none)
Meeting Status: Accepted
Organizer: EXSER
Required Attendees: KARISCH, RODOLFO; KOUMANS, MARK; PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: DAC OPR Telephonic Interview

Start: Mon 3/13/2017 8:00 AM

End: Mon 3/13/2017 9:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: KARISCH, RODOLFO

Required Attendees: PROVOST, CARLA (USBP); KOUMANS, MARK; (b) (6), (b) (7)(C)

In the event the government closes tomorrow your interview will be held telephonic.

Please dial in to the below number.

(b) (7)(E)

Access code

(b) (6), (b) (7)(C), (b) (7)(E)

Host Password

(b) (7)(E)

(b)(6);(b)(7)(C)

Subject:

(b) (6), (b) (7)(C)

Start:

Wed 3/29/2017 3:30 PM

End:

Wed 3/29/2017 4:30 PM

Recurrence:

(none)

Meeting Status:

Meeting organizer

Organizer:

PROVOST, CARLA (USBP)

Optional Attendees:

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Friday, March 24, 2017 5:53 AM
To: (b)(6);(b)(7)(C)
Subject: FW: DHS SES CDP Developmental Assignment Request - (b)(6), (b)(7)(C)
Attachments: (b)(6), (b)(7)(C) Self-Brokered DA Ethics Review and Approval.pdf; RE: Self-Brokered DA; (b)(6), (b)(7)(C) Self-Brokered DA Request_SIGNED.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Please block some time for this

From: (b)(6);(b)(7)(C)
Sent: Friday, March 24, 2017 6:44:44 AM
To: (b)(6), (b)(7)(C); YOUNG, EDWARD E; JACKSTA, LINDA L (AC HRM); (b)(6), (b)(7)(C) PROVOST, CARLA (USBP)
Cc: (b)(6);(b)(7)(C)
Subject: FW: DHS SES CDP Developmental Assignment Request - (b)(6), (b)(7)(C)

Attached for your review and concurrence is a Developmental Assignment Request for (b)(6), (b)(7)(C), DCPA, Yuma. He is requesting an assignment as the Chief of Staff at McChrystal Group Leadership Institute in Alexandria, VA at a projected cost of \$31,000. A short bio of his developmental assignment supervisor, (b)(6), is below. We have received a message of support from Chief Padilla, who said "I wanted to express my full support for this assignment to the McChrystal Group. I believe that this will be a great stretch assignment and a valuable learning and developmental assignment outside of the U.S. Government."

On a different note: I will be retiring March 31 and this will likely be the last message you get from me. (b)(6);(b)(7)(C) has come on board as my replacement and will be sending out all future messages to you. I know you will enjoy working with her and helping her to take leadership development at CBP to the next level. I am very excited about retiring, but unbelievably sad about leaving so many friends and colleagues, like you. I will miss interacting with each of you and wish you the best in whatever is next for you.

(b)(6)
(b)(6) is a Senior Advisor at McChrystal Group, where he focuses on organizational performance and leadership. (b)(6) was formerly a Special Assistant to the President for National Security Affairs, and worked at the White House from 2010 through early 2015, principally as the National Security Council's Senior Director for Afghanistan and Pakistan. He retired from the US Navy in 2013, after serving over 20 years as a combat veteran Navy SEAL. (b)(6) was Strategic Advisor to General (b)(6), Special Assistant to Chairman of the Joint Chiefs Admiral (b)(6), Branch Chief for Combating Terrorism on the Joint Staff, and White House Fellow and Director for Combating Terrorism at the National Security Council.

(b)(6) operational tours included several SEAL Teams, commander of the Special Operations Task Unit in western Iraq, and Operations Officer and Mission Commander for the U.S. Navy's undersea special operations command.

(b)(6) is a senior fellow at New America, conducting research on the intersection of behavioral science and public policy decision-making and a member of the NationSwell Council, a forum for advancing innovative solutions to the most

pressing challenges in America. He also serves on the board of a non-profit that cares for and assists the families of veterans killed in action.

(b) (6) received a Master of Arts from Oxford University and a Bachelor of Science from the United States Naval Academy.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Leadership Policy Advisor

Office of Training and Development

Phone: (b) (6)



"You cannot surge trust" Don Conroy, CBP LI Mentor Cohort 1604

 Please consider the environment before printing this e-mail.

From: (b) (6); (b) (7)(C)

Sent: Thursday, March 16, 2017 3:30 PM

To: (b) (6); (b) (7)(C)

Cc: (b) (6); (b) (7)(C)

Subject: DHS SES CDP Developmental Assignment Request - (b) (6), (b) (7)(C)

Attached is the Developmental Assignment Request Form for (b) (6), (b) (7)(C). (b) (6), (b) (7)(C) would like to complete his Developmental Assignment at McChrystal Group, Senior Executive Leader Development in Alexandria, VA. This request is a Self-Brokered Assignment, which has been ethically cleared through Chief Counsel. The total cost is estimated to be \$30,846.50.

(b) (6), (b) (7)(C) is aware that the DA supervisor will need to be an Executive at the McChrystal Group, and will work on confirming one. DHS will provide us (b) (6), (b) (7)(C) and I) an agreement on the supervisor-employee relationship, DHS competencies for (b) (6), (b) (7)(C) to develop while on the DA, etc...

Respectfully,

(b) (6); (b) (7)(C), HCS

Office of the Assistant Commissioner | Office of Training & Development

U.S. Customs and Border Protection | Department of Homeland Security

(b) (6); (b) (7)(C)

(b) (6); (b) (7)(C) O

(b) (6); (b) (7)(C) M



DHS SES CDP Self-Brokered Developmental Assignment Profile



Homeland
Security

Assignment Requested for:

Candidate Name:

Candidate Email:

Candidate Phone Number:

Submitted by: ☐ Candidate ☐ Mentor (Name/Title):

Organizational Context: (Check one)

- | | |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> DHS Headquarters-based Assignment
<input type="checkbox"/> DHS Component-based Assignment | <input type="checkbox"/> Interagency (Federal) Assignment
<input type="checkbox"/> Private Sector |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|

Assignment/Position Title:

Dates of Proposed Assignment:

Component/Organization Name: (Example: DHS HQ-OCHCO, Leader Development)

Location of Assignment: (Address, City, State):

Developmental Assignment Supervisor:

Name and Title:

Phone Number:

Email:

DA Supervisor Concurrence: *The candidate and I have discussed his/her interest in this developmental assignment, and I am prepared to sponsor this activity pending approval by the Component Executive Resources Board.*

Signature:

Leadership Skills: Check all Executive Core Qualifications (ECQs) and fundamental competencies that apply to this assignment

- | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leading Change <input type="checkbox"/>
<ul style="list-style-type: none"> ○ creativity/innovation ○ external awareness ○ flexibility ○ resilience ○ strategic thinking ○ vision | Leading People <input type="checkbox"/>
<ul style="list-style-type: none"> ○ conflict management ○ leveraging diversity ○ developing others ○ team building | Results Driven <input type="checkbox"/>
<ul style="list-style-type: none"> ○ accountability ○ customer service ○ decisiveness ○ entrepreneurship ○ problem solving ○ technical capability | Building Coalitions <input type="checkbox"/>
<ul style="list-style-type: none"> ○ partnering ○ political savvy ○ influencing/negotiating | Fundamental Competencies <input type="checkbox"/>
<ul style="list-style-type: none"> ○ interpersonal skills ○ oral communication ○ integrity/honesty ○ written communication ○ continual learning ○ public service motivation |
| Business Acumen <input type="checkbox"/>
<ul style="list-style-type: none"> ○ financial management ○ human capital management ○ technology management | | | | |

DHS SES CDP
Self-Brokered Developmental Assignment Profile

Description of Assignment Duties:	
Desired Outcomes:	
Performance Standards:	
Describe how this proposed developmental assignment matches your ECQ skill gaps/development goals within the context of the SES Candidate Development Program, AND represents a true stretch activity.	<p>Mentor Concurrence: <i>The candidate and I have discussed this proposed developmental assignment. This activity meets the established SES CDP criteria for developmental assignments, aligns with this candidate's development needs/goals, and represents a true stretch activity for this candidate.</i></p> <p>Signature:</p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <input type="checkbox"/> Approved </div> <div style="text-align: center;"> <input type="checkbox"/> Not Approved </div> </div> <p><u>ERB/ERC Comments:</u></p>	

Please return your individual assignment profile request to your Component SES CDP Program Manager. **All requests must be reviewed and approved by your ERB BEFORE the assignment can begin.**

(b) (5), (b) (6), (b) (7)(C)



(b) (5), (b) (6), (b) (7)(C)



(b) (5), (b) (6), (b) (7)(C)



DHS SES CDP Self-Brokered Developmental Assignment Profile



Homeland
Security

Assignment Requested for:

Candidate Name: (b) (6), (b) (7)(C)

Candidate Email: (b) (6), (b) (7)(C)

Candidate Phone Number: (b) (6), (b) (7)(C)

Submitted by: ☒ Candidate ☒ Mentor (Name/Title): (b) (6), (b) (7)(C) / Regional Director (TSA)

Organizational Context: (Check one)

- | | |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> DHS Headquarters-based Assignment

<input type="checkbox"/> DHS Component-based Assignment | <input checked="" type="checkbox"/> Interagency (Federal) Assignment

<input checked="" type="checkbox"/> Private Sector |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|

Assignment/Position Title:

McChrystal Group Leadership Institute (MGLI) - Chief of Staff

Dates of Proposed Assignment:

05/01/2017 to 09/01/2017

Component/Organization Name: (Example: DHS HQ-OCHCO, Leader Development)

McChrystal Group, Senior Executive Leader Development

Location of Assignment: (Address, City, State):

333 N Fairfax St, Alexandria, VA 22314

Developmental Assignment Supervisor:

Name and Title: (b) (6) | Executive Director

Phone Number: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)

DA Supervisor Concurrence: *The candidate and I have discussed his/her interest in this developmental assignment, and I am prepared to sponsor this activity pending approval by the Component Executive Resources Board.*

Signature: (b) (6), (b) (7)(C)

Leadership Skills: Check all Executive Core Qualifications (ECQs) and fundamental competencies that apply to this assignment

- | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leading Change <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • creativity/innovation ○ external awareness ○ flexibility ○ resilience ○ strategic thinking ○ vision | Leading People <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> ○ conflict management • leveraging diversity ○ developing others ○ team building | Results Driven <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> ○ accountability ○ customer service ○ decisiveness • entrepreneurship ○ problem solving ○ technical capability | Building Coalitions <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> ○ partnering ○ political savvy • influencing/negotiating |
| | | Business Acumen <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> ○ financial management • human capital management ○ technology management | Fundamental Competencies <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> • interpersonal skills ○ oral communication ○ integrity/honesty ○ written communication ○ continual learning ○ public service motivation |

DHS SES CDP
Self-Brokered Developmental Assignment Profile

<p>Description of Assignment Duties:</p> <p>The McChrystal Group Leadership Institute (MGLI) is a leadership development center of excellence dedicated to helping teams tackle their most complex problems. The MGLI Chief of Staff (CoS) is a broadening opportunity to develop skills sets to design, shape, and execute strategy for MGLI. The role will require the CoS to provide executive level guidance and take ownership of a variety of tasks; responsibilities will include strategic framing, implementation, and oversight of administrative efforts, thereby testing CoS' ability to lead people and improve organizational performance.</p>	
<p>Desired Outcomes:</p> <p>To enhance interpersonal skills and business acumen skills. This position will require as much interaction with MGLI employees and private sector interaction. These continuous engagements to leverage diversity and influence/negotiate positions will broaden me as a senior executive leader. I will also be in a unique position to master understanding of McChrystal Group globally proven integration and coalition building methodology, an initiative widely implemented in DHS and CBP over the past decade.</p>	
<p>Performance Standards:</p> <p>Evaluating key performance metrics in the final 360, DA Supervisor's evaluation, and Mentor's evaluation assessing my professional maturation and increased level of personal consciousness over the duration of this assignment. This position requires me to elevate and exercise interpersonal skills to rapidly develop strong personal relationships in order to successfully influence/negotiate advantageous positions to design, shape, and execute strategy in a manner that influences others to translate vision into action. I will also enhance my human capital skills by managing a multi-sector workforce and a variety of new and evolving situations.</p>	
<p>Describe how this proposed developmental assignment matches your ECQ skill gaps/development goals within the context of the SES Candidate Development Program, AND represents a true stretch activity.</p> <p>This assignment will help me develop strong interpersonal skills, an identified need in my 360. It will also allow me to strengthen my skills in the following areas; ECQ Leading Change - creativity / innovation, ECQ Leading People - leveraging diversity, ECQ Results Driven - entrepreneurship, ECQ Building Coalitions - influencing / negotiating, and ECQ Business Acumen - human capital mgt.</p>	<p>Mentor Concurrence: <i>The candidate and I have discussed this proposed developmental assignment. This activity meets the established SES CDP criteria for developmental assignments, aligns with this candidate's development needs/goals, and represents a true stretch activity for this candidate.</i></p> <p>Signature: (b) (6), (b) (7)(C)</p>
<p><input type="checkbox"/> Approved <input type="checkbox"/> Not Approved</p> <p><u>ERB/ERC Comments:</u></p>	

Please return your individual assignment profile request to your Component SES CDP Program Manager. **All requests must be reviewed and approved by your ERB BEFORE the assignment can begin.**

(b)(6);(b)(7)(C)

From: (b) (6)
Sent: Thursday, February 2, 2017 6:21 AM
To: (b)(6);(b)(7)(C)
Cc:
Subject: RE: Self-Brokered DA
Attachments: Self Brokered Assignment Request Form_Reader Extended - November 2015.pdf

Hi (b) (6), (b) (7) (including (b) (6), (b) (7)(C) so she's aware of the guidance),

I vaguely remember the conversation. There are several things you need to consider and/or address:

First, ensure the DA meets the program requirements; below is an extract from the Candidate Guide:

“When planning developmental assignments, keep the following guidelines in mind:

- Requires substantial scope and operational responsibilities (comparable to a new member of SES)
- Requires strategic thinking
- Demands leadership rather than project management skills
- Tests a candidate's ability to lead people and improve organizational performance.
- Requires executive-level contacts
- Provides an experienced SES supervisor with demonstrated capabilities in developing others”

Second, you need to make sure there are no ethical, legal, or *perceived* conflicts with DHS/CBP and the private organization. CBP Ethics or OGC should probably review the proposed duties to make sure.

Third, you need to make sure you have mentor concurrence and CBP sub-ERB support before you pursue the last step. (Make sure sub-ERB knows you've cleared with OGC/Ethics.) You will need to complete the Self-Brokered DA Form (attached).

Lastly, you will need a Memorandum of Agreement between CBP and the McChrystal Group covering essentials like: dates, duties and responsibilities, pay and benefits, timekeeping, real-world mission events (contingency planning), etc. CBP Human Capital or OGC should have a template, or guide you in the right direction.

It's a good thing you are planning early, because the entire process to establish everything will likely take a few months. I was vaguely familiar with the McChrystal Group before viewing the link, but I can certainly see a benefit to DHS and CBP by pursuing something like this...but I'm not the one you have to convince! If you can meet the above guidelines DHS supports it as meeting the program requirements.

(b) (6), (b) (7)(C)

Program Manager
DHS SES Candidate Development Program
DHS Leader Development/OCHCO
Desk - (b) (6), (b) (7)(C)

Working hard for something we don't care about is called stress; working hard for something we love is called passion. Simon Sinek

“With honor and integrity, we will safeguard the American people, our homeland, and our values.”

~~Confidentiality Notice: This e-mail message, including any attachments, is intended only for the person(s) or entity(ies) to which it is addressed and contains information that may be confidential, legally protected, privacy relevant, proprietary in nature or otherwise protected by law from disclosure. If you received this message in error, you are hereby notified that reading, sharing, copying or distributing this message, or its contents, is prohibited. Please telephone or reply to me immediately and delete all copies of the message.~~

From: (b)(6);(b)(7)(C)
Sent: Wednesday, February 01, 2017 3:09 PM
To: (b) (6)
Cc: (b)(6);(b)(7)(C)
Subject: Self-Brokered DA

Hello (b) (6)

Hope you two are having a great new year. At the beginning of the program, I inquired if the Developmental Assignment (DA) could be completed in the private sector and was told yes. Since that time, I have been on a journey with several major private sector opportunities. Today, I met with the McChrystal Group (<https://mcchrystalgroup.com/>) and they are interested in pursuing this opportunity with me.

As you can probably imagine, this is a enormous opportunity. Therefore, what do I need to do now in order to get this Self-Brokered DA Opportunity approved?

Best, (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)
Deputy Chief Patrol Agent
Yuma Sector
United States Border Patrol

(b) (6), (b) (7)(C)
(O)
(C)

(b) (6), (b) (7)(C)

~~"This document is pre-decisional and qualifies as a document containing sensitive deliberative process material. Under exemption 5 of section (b) of 5 U.S.C. § 552 (Freedom of Information Act), this material is EXEMPT FROM RELEASE TO THE PUBLIC."~~

(b)(6);(b)(7)(C)

Subject: DO NOT SCHEDULE

Start: Wed 3/22/2017 11:00 AM
End: Wed 3/22/2017 1:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

Categories: Red Category

(b)(6);(b)(7)(C)

Subject: Employee Engagement Steering Committee Meeting
Location: USBP Conference Room (b)(7), Ronald Reagan Building, 6th Floor, 6.5E
Start: Tue 3/28/2017 12:30 PM
End: Tue 3/28/2017 2:00 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: JACKSTA, LINDA L

<<EESC briefing slide deck 03-28-2017 v5.pptx>> <<OPM Drivers of Engagement_Discussion Guide.docx>>
<<Component_Accomplishments_Memo_v4.docx>>

TO: ALL EACs/ACs


RE: COMMUNICATING WORKPLACE IMPROVEMENTS

ACTION ITEM: LET THE WORKFORCE KNOW OF YOUR EFFORTS AND ACCOMPLISHMENTS

DUE BY: APRIL 7, 2017

SUMMARY:

Here's what we want you to do:

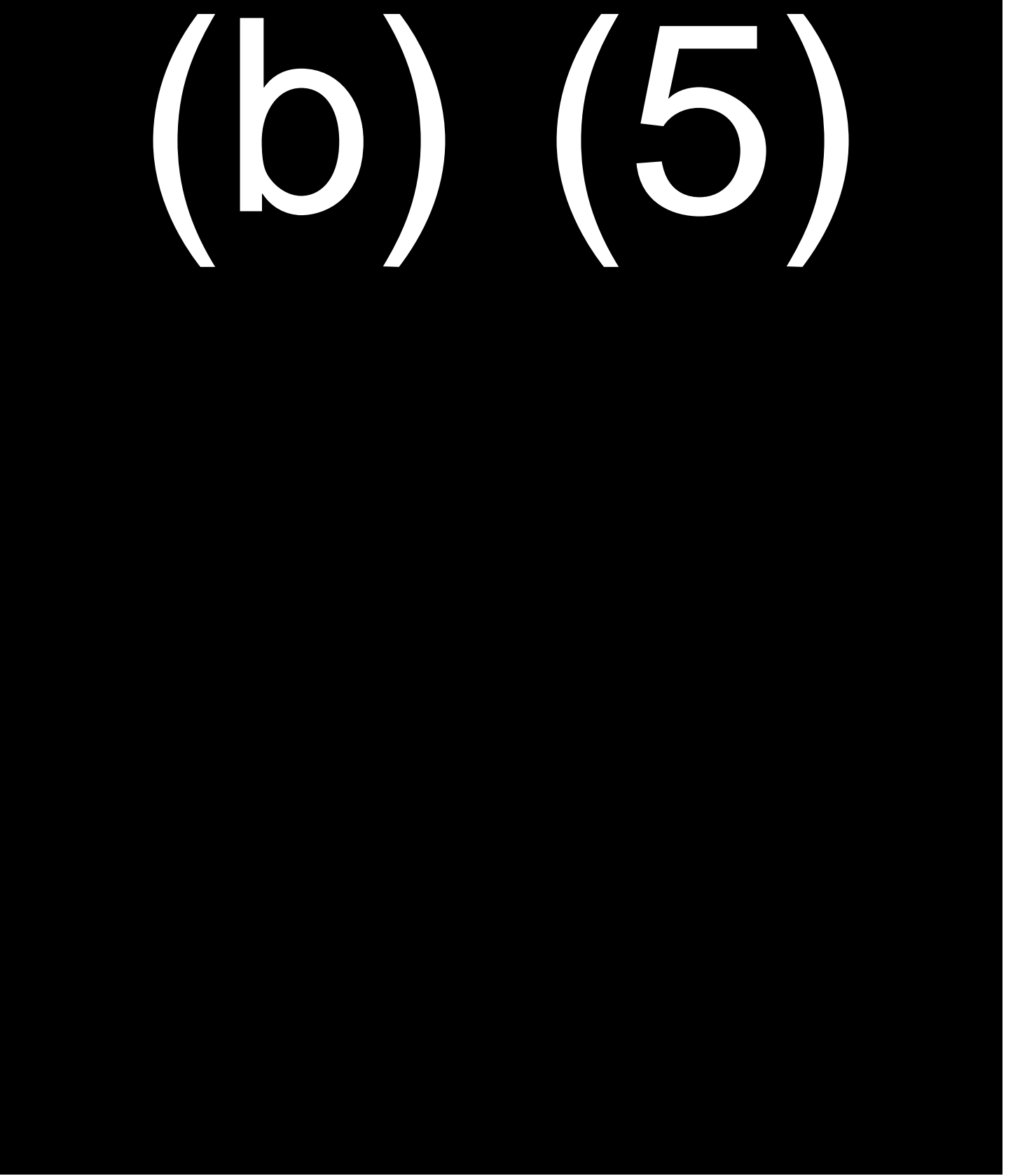
- A large black rectangular redaction box covering the majority of the page content. Inside the box, the text "(b) (5)" is written in large, white, sans-serif font, indicating that the information is withheld under FOIA exemptions (b)(5).

Em

- The Office of Personnel Management (OPM) describes Employee Engagement as the employee's sense of purpose evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.
- Employee Engagement is also a critical driver of organizational success, performance, and positive human capital management outcomes, such as recruitment and retention.
- According to OPM, engaged employees are:
 - Twice as likely to stay in their current jobs,
 - Two-and-a-half times more likely to feel they can make a difference, and
 - Three times as likely to report being satisfied in their jobs.
- A published study by OPM identified 5 Key drivers of Employee Engagement as follows:
 - Performance Feedback - Meaningful, worthwhile and constructive performance conversations with supervisors.
 - Collaborative/Cooperative Management - A management style that promotes and supports collaborative communication and teamwork in accomplishing goals and objectives.
 - Merit System Principles - Practices that support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal.
 - Employee Training and Development - Opportunities for employees to improve skills and enhance professional development.
 - Work/Life Balance - Supervisor support of employees' needs to balance work and life responsibilities.
- All CBP Offices have Employee Engagement Action Plans each year to focus on activities to improve engagement. Perhaps your office did focus groups, conducted a pulse survey, or have other efforts to measure engagement and areas that should be addressed to improve the work environment.

SAMPLE MEMO:

(b) (5)



(b) (5)

Employee Engagement Discussion Guide

The Office of Personnel Management (OPM) has identified five key drivers of employee engagement contained within the questions included in the Federal Employee Viewpoint Survey (FEVS). Behaviors that improve the scores on these FEVS questions can have a positive impact on employee engagement which can lead to improved team performance and employee morale. As a work group, review these five drivers, the associated FEVS question, and your work group's most recent FEVS scores.

As a work group, **discuss** and **answer** the following questions:

- ☐ What are the behaviors we do well as a team? What has contributed to this success?
- ☐ In what areas could we improve as a team? How can we incorporate these into our work group behaviors?

Again, as a work group:

- ☐ **Select** one or two actions, to commit to as a work group to improve your immediate work environment.
- ☐ **Select** a date in three months to meet again to evaluate progress/success so far, modify plan as needed and select a date in three months to reevaluate.

Drivers of Employee Engagement	Notes
<p>#1. Performance Feedback: Meaningful, worthwhile and constructive performance conversations with supervisors</p> <ul style="list-style-type: none">• Discussions with my supervisor about my performance are worthwhile. (Q44)• My supervisor provides me with constructive suggestions to improve my job performance. (Q46)• In the last six months, my supervisor has talked with me about my performance.(Q50)	
<p>#2. Collaborative/Cooperative Management: A management style that promotes and supports collaborative communication and teamwork in accomplishing goals and objectives</p> <ul style="list-style-type: none">• Managers promote communication among different work units. (Q58)• Managers support collaboration across work units to accomplish work objectives. (Q59)	

Drivers of Employee Engagement continued...	Notes
<p>#3. Merit System Principles: Practices that support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal</p> <ul style="list-style-type: none"> • I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q17) • Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q37) 	
<p>#4. Employee Training & Development: Opportunities for employees to improve skills and enhance professional development</p> <ul style="list-style-type: none"> • I am given a real opportunity to improve my skills in my organization. (Q1) • My training needs are assessed. (Q18) 	
<p>#5. Work/Life Balance: Supervisor support of employees' needs to balance work and life responsibilities</p> <ul style="list-style-type: none"> • My supervisor supports my need to balance work and other life issues. (Q42) 	

As a work group, we agree to:

We will reevaluate our progress by: / /
(MM/DD/YYYY)

Customs and Border Protection Employee Engagement Steering Committee

March 28, 2017



U.S. Customs and
Border Protection

Agenda

- Pending Items from last EESC Meeting
- Federal Employee Viewpoint Survey (FEVS) Tools
- FEVS Communications and Roll-out
- CBP Corporate Initiatives Progress
- Upcoming Deliverables



Pending Items from last EESC Meeting

- Employee Engagement Steering Committee (EESC) and Employee Engagement Council (EEC) Charters
 - Pending Commissioner's signature.
- CBP Action Plan
 - Outlines both CBP's and component initiatives.
 - Pending Executive Assistant Commissioner Kolbe's signature.



FEVS Tools

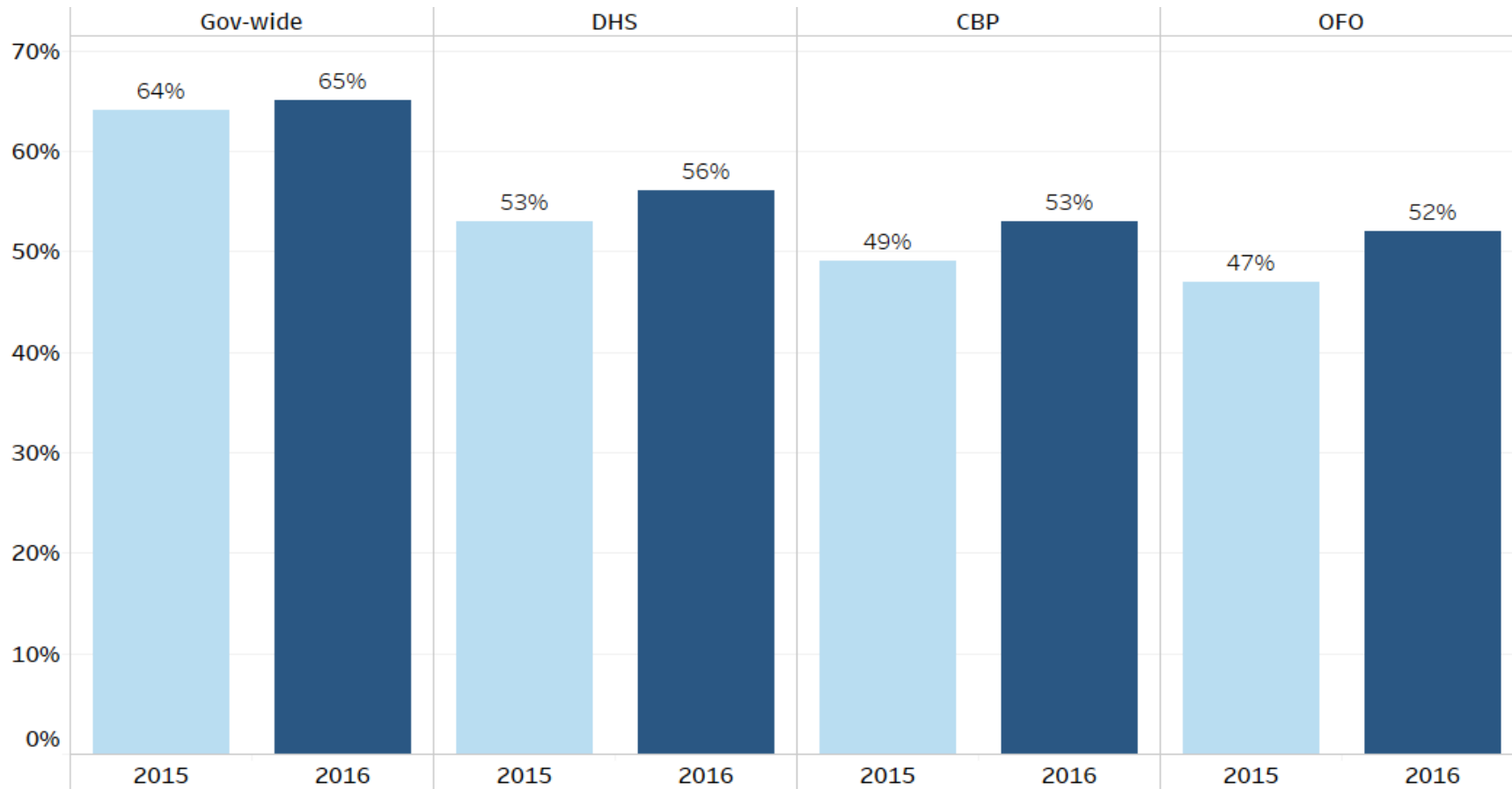


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Employee Engagement (EE) Index

Employee Engagement Index	Definition
Employee Engagement – Overall	Measure of the conditions conducive to engagement of an agency's work environment. The index is made up of three sub factors: <i>Leaders Lead</i> , <i>Supervisors</i> , and <i>Intrinsic Work Experience</i> . Each sub factor reflects a different aspect of an engaging work environment.
Leaders Lead (Items: 53, 54, 56, 60 and 61)	Extent to which leaders display integrity, as well as leadership behaviors such as communication and workplace motivation.
Supervisors (Items: 47, 48, 49, 51, & 52)	Extent to which an interpersonal relationships between the worker and supervisor is present, including trust, respect, and support.
Intrinsic Work Experience (Items: 3, 4, 6, 11, & 12)	Extent to which employees feel motivated and competent in their role within the workplace.

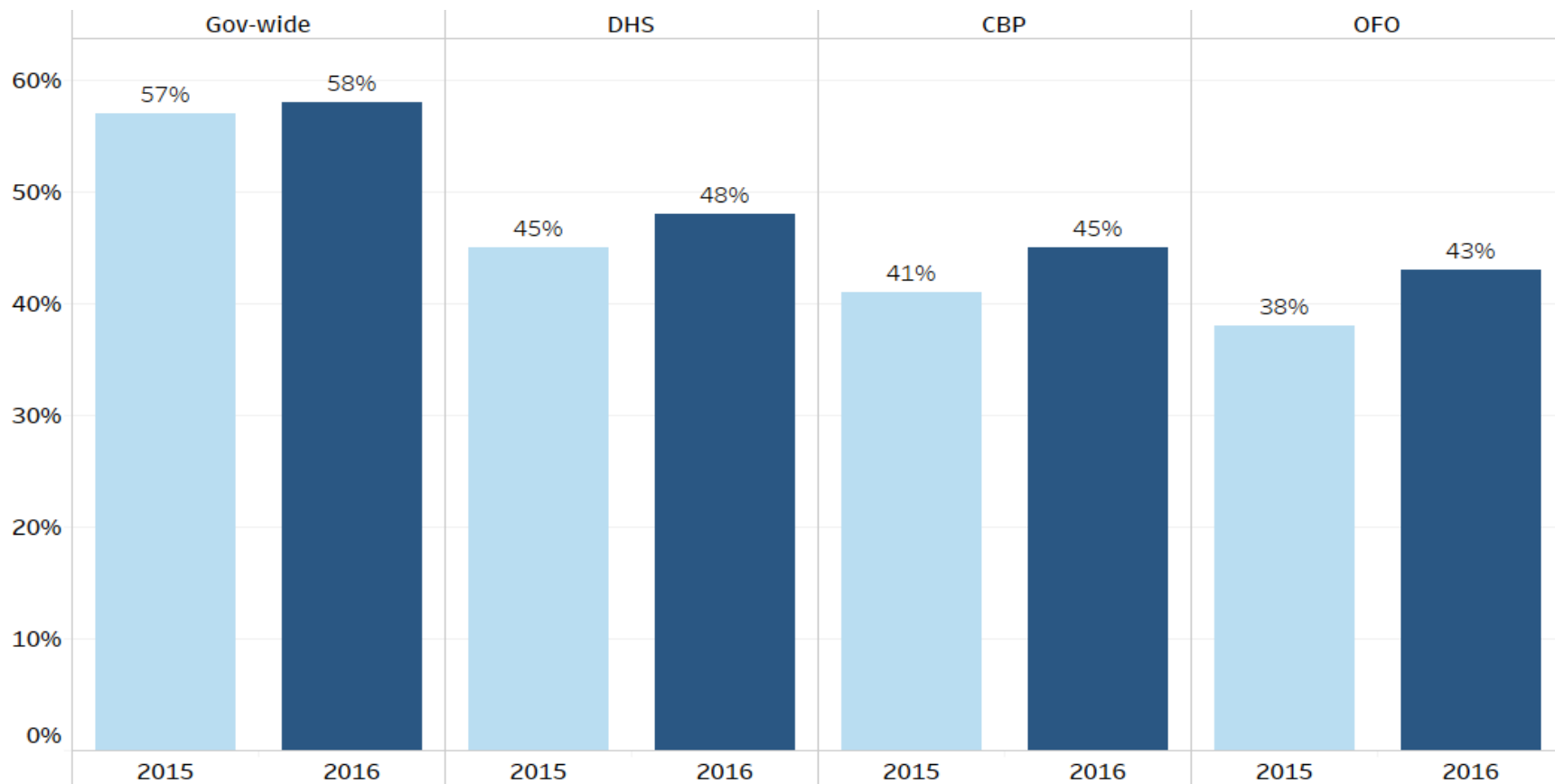
Employee Engagement: Overall Percent Positive Index Scores

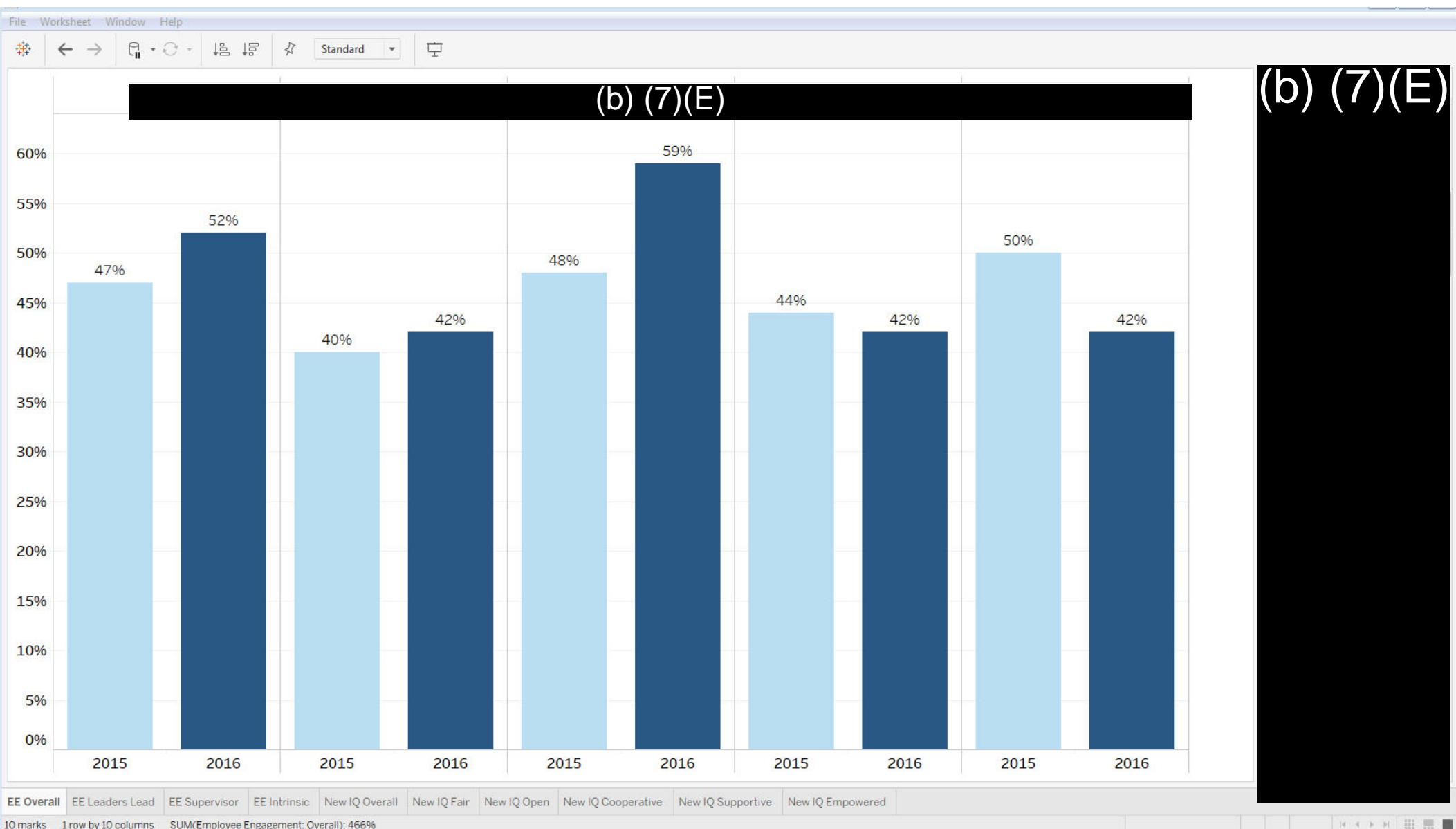


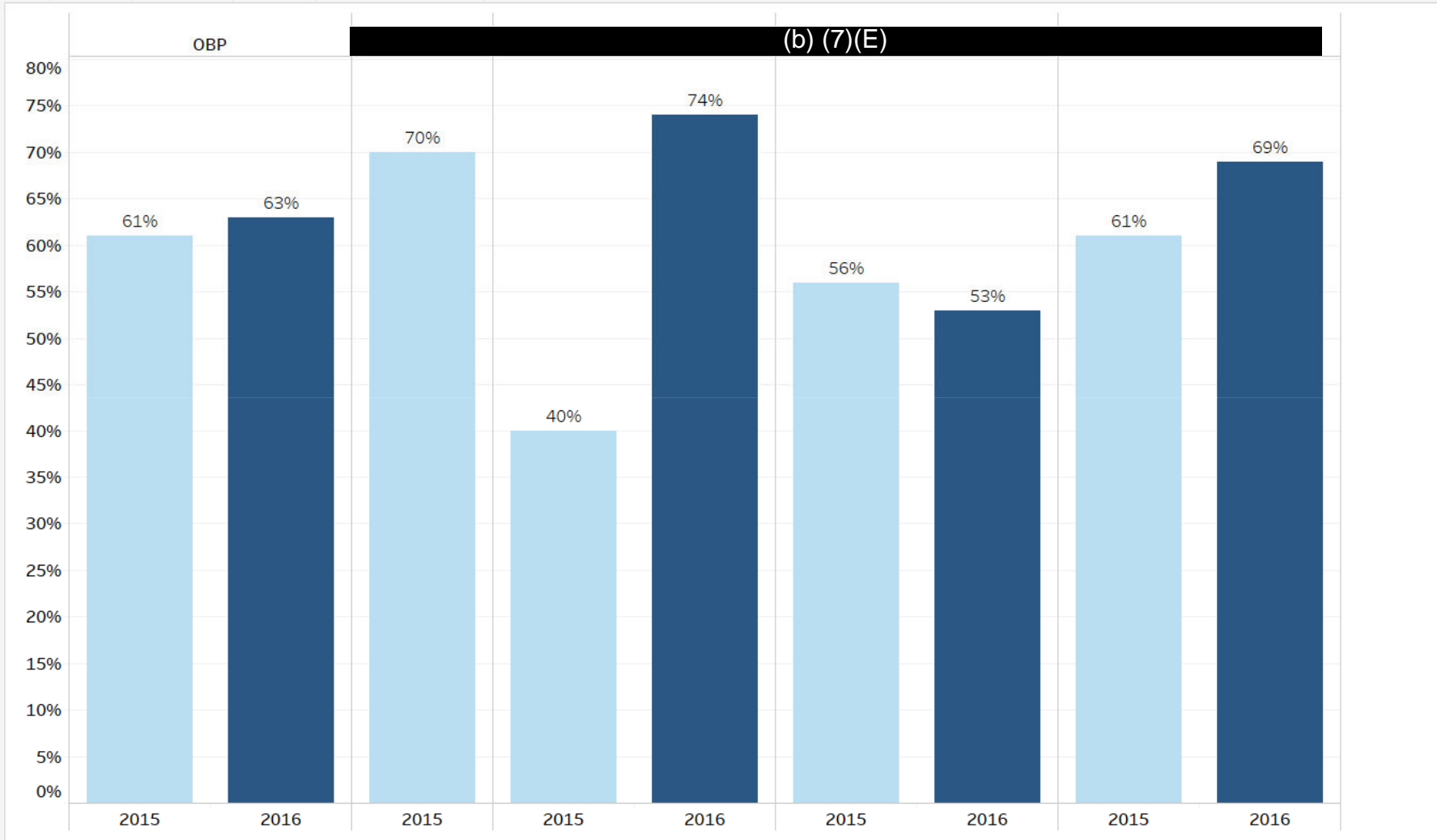
New Inclusion Quotient (IQ) Indices

New IQ Index	Definition
New IQ: Overall	Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers.
Fair (Items: 23, 24, 25, 37 and 38)	Extent to which employees are treated equitably.
Open (Items: 32, 34, 45, and 55)	Extent to which management supports diversity
Cooperative (Items: 58 and 59)	Extent to which management encourages communication and collaboration
Supportive (Items: 42, 46, 48, 49, and 50)	Extent to which employees perceive supervisors to value them
Empowered (Items: 2, 3, 11, and 30)	Extent to which resource and support are available

New IQ: Overall Percent Positive Index Scores







Work Unit

(b) (7)(E)

FEVS Communications and Roll-out Strategy



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CBP FEVS COMMUNICATIONS

(PRE-SURVEY DEPLOYMENT MARCH 17 – MAY 10, 2017)

Method	Name of Activity	Purpose / Description	Date	Office Owner
Video	S1 FEVS Message	Video message from S1 1st wk after FEVS start, via email/connect encouraging FEVS participation	1wk after	OPA
Email	S1 FEVS Message	S1 announces opening of FEVS to DHS employees and messages its importance.	TBD 5/10	DHS
Email	Component Leadership	EAC/AC memo/engagement to employees outlining accomplishments since 2016 FEVS.	4/9	Components
Email	C1 Promoting Engagement via email and CBP Central	C1 highlights the recently created workforce programs that address employees' needs.	3/31	OPA
Email	CBP Central Weekly Newsletter	Weekly FEVS messages posted to CBP Central and shared in the email. Message will include participation rates.	5/08	HRM (SP&C doing)
Video	FEVS Promo	Video encouraging participation in FEVS.	5/10	OPA
IDS	IDS/CBP Now	CBP launches slides in the field and HQ to announce the survey period.	5/01	HRM/OPA
In Person	EEC Announcement	AC Jacksta informs ALL CBP component office ACs of the FEVS, encourages office promotional activities (both slides and verbal).	4/26	HRM
In Person	Engagement Champions	CBP Offices select federal volunteer employees to serve as Engagement Champions to promote FEVS to their peers. Talking points/FAQs will be provided to Champions by CBP EECOE.	4/12	HRM

CBP FEVS COMMUNICATIONS

(DURING AND POST-SURVEY DEPLOYMENT MAY 11 – SEPT 1, 2017)

Method	Name of Activity	Purpose / Description	Date	Office Owner
Email	AC Office-Specific Messaging	Office leadership conveys employee engagement successes, promotes FEVS participation.	5/11– 6/22	All Offices
Email	FEVS Email Signature	Supervisors and engagement champions will add a FEVS icon to their email signature.	5/11	All Offices
Email	CBP Central Newsletter Weekly	Weekly FEVS messages to CBP Central/shared in email. Message includes participation rates.	5/11– 6/22	HRM
Email	Union Message on FEVS	Work with HRM/LER to request that the unions encourage participation in the FEVS.	5/11	HRM/NTEU NBPC
Video	FEVS Promo	2 nd Video encouraging participation in FEVS.	6/1	OPA
CBPnet	Article	News article that includes successes as result of 2016 FEVS. Also Flyer/Poster put up on CBPnet	5/11-5/17	HRM/ All Offices (SP&C)
CBPnet	Office CBPnet FEVS Advertisement	Offices display a FEVS logo on their CBPnet page that encourages employees to take the survey.	5/11	HRM/ All Offices (SP&C)
Intranet	FEVS Graphics Posted	FEVS graphic posted to all Program Office intranet sites encouraging completion of FEVS.	5/11	HRM/Prgm Offices
Poster	CBP FEVS Flyer/Posters	Poster distributed to the field and HQ that promotes the FEVS.	5/11-6/22	DHS
Email	C1 Closeout Message	C1 thanks CBP employees' for participation.	6/23	OPA
Blog	Blog Announcement (<i>TBD</i>)	Announcement by C1 on his Commissioner's Blog publishing the 2017 FEVS results.	Aug/Sept	OPA

CBP Corporate Initiatives



U.S. Customs and
Border Protection

Performance Management Initiative

Performance Feedback Training Pilot:

- Identify the elements of the performance management cycle
- Determining performance goals
- How to have performance conversations

Develop Additional Online Toolkits for CBP Supervisors:

- How to evaluate employee performance
- Help employees set goals
- How to have meaningful feedback conversations



Employee Development and Advancement Initiative

Office of Training and Development Mentoring Presentation



U.S. Customs and
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CBP Mentoring Program Challenges

- Increasing participation by employees, targeting less-experienced employees (3 to 5 years with CBP) to become mentees.
- Increase participation among new supervisors and managers.
- Increase awareness of the program as a mentee-driven, goal-oriented opportunity for development.



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FY17 CBP Mentoring Program Strategies

- Partner with Office of Information Technology and Office of Training and Development to create a new, custom CBP Mentoring Portal.
- Identify best practices in local implementation and disseminate to all Coordinators.
- Target marketing to demonstrate value to employees' personal and professional growth.
- Introduce the Mentoring Program in the CBP Academies.

Leadership Development Center (LDC)

Mentor Challenges

- Lack of CBP component diversity in mentors volunteering for Supervisory Leadership Training (SLT) and Second Level Command Preparation (SLCP) classes.
- Sustainment of mentor volunteers for leadership classes beyond FY17.
 - 196 SLT Mentors each FY



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FY17 / FY18 LDC Strategies

- Achieve proportional representation among leadership program mentors.
- Develop leadership support for participation.
- Advertise opportunity and registration process using CBPNet and email.
- Collaborate with Training Officers to increase participation.

Upcoming Deliverables

- April 6, 2016 - Monthly Employee Engagement Reports Due.
- Week of April 9, 2017 - Component accomplishments message sent to the field.
- April 17, 2017 – FEVS Champion Tasker





U.S. Customs and Border Protection

(b) (6), (b) (7)(C)

Subject: EO Implementation
Location: B2 Office

Start: Tue 3/28/2017 8:30 AM
End: Tue 3/28/2017 9:00 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)



1/28/2017: Executive: w/2018
Challen: Hingale: m... C...e...d...e...e...

(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Monday, March 27, 2017 4:04 PM
To: (b)(6);(b)(7)(C)
Subject: FW: Executive Order Implementation Status Reports- Input Needed [PLEASE REVIEW/CLEAR AT AC/CHIEF LEVEL]
Attachments: v 2 CBP Consolidated version docx.docx
Follow Up Flag: Follow up
Flag Status: Flagged

Block some time in the morning so I can see if I have anything to add for the Chief.

From: (b)(6);(b)(7)(C)
Sent: Monday, March 27, 2017 4:59:09 PM
To: (b)(6);(b)(7)(C)
Cc: PROVOST, CARLA (USBP)
Subject: FW: Executive Order Implementation Status Reports- Input Needed [PLEASE REVIEW/CLEAR AT AC/CHIEF LEVEL]

Chief:

They want this cleared at your level.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) on behalf of CBPTASKING
Sent: Monday, March 27, 2017 4:55:59 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: Enterprise Services Exec Sec; OS TASKINGS; BPTasking; OFOTASKINGS; AMO TASKING; OCC TASKING; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) CBPTASKING
Subject: Executive Order Implementation Status Reports- Input Needed [PLEASE REVIEW/CLEAR AT AC/CHIEF LEVEL]

ES, OS, USBP, OFO, AMO, OCC: The task below was sent out to the noted offices for input. Attached you will find their responses in track changes on sections 4, 5, 6, 8, 10, 12, and 16. The CBP front office now asks that you review these responses and add any additional comments or input of your own on them. This is being sent to the COSs of each office as this requires AC/Chief level clearance. Please have this completed **ASAP and NLT Noon Tuesday March 28, 2017**.

(b)(6);(b)(7)(C)

Office of the Executive Secretariat
U.S. Customs and Border Protection

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) On Behalf Of CBPTASKING
Sent: Wednesday, March 22, 2017 3:53 PM
To: OFAM-TASKINGS; (b)(6);(b)(7)(C) HRM TASKINGS; BPTasking

Cc: OFOTASKINGS; BPTasking; AMO TASKING; OPATASKING; OFAM-TASKINGS; CBPTASKING; (b)(6);(b)(7)(C)

Subject: Executive Order Implementation Status Reports- Input Needed

Tasker Name	Executive Order Implementation Status Reports- Input Needed
Lead Office(s)	OFAM (Section 4); CAT/(b) (6), (b) (7)(C) (Section 5,6); HRM (Section 8,16); USBP (Section 10, 12)
Required Coordination	OFO, BP, AMO, OPA, OFAM (please see instructions for which specific section)
Product	(b) (5), (b) (6), (b) (7)(C)
Due to CBP Tasking	NLT 2pm Thursday March 23, 2017

Please advise ASAP if any other office needs to be added as a required coordinator

Required Coordinators - Please provide input to the lead office as soon as possible.

Tasker information, contact lists, and templates can be found online at

(b) (7)(E). Please ensure that your response adheres to the guidelines set forth in the CBP Style Book, which can be found at (b) (7)(E) Please do not modify subject lines as we use them for tracking purposes.

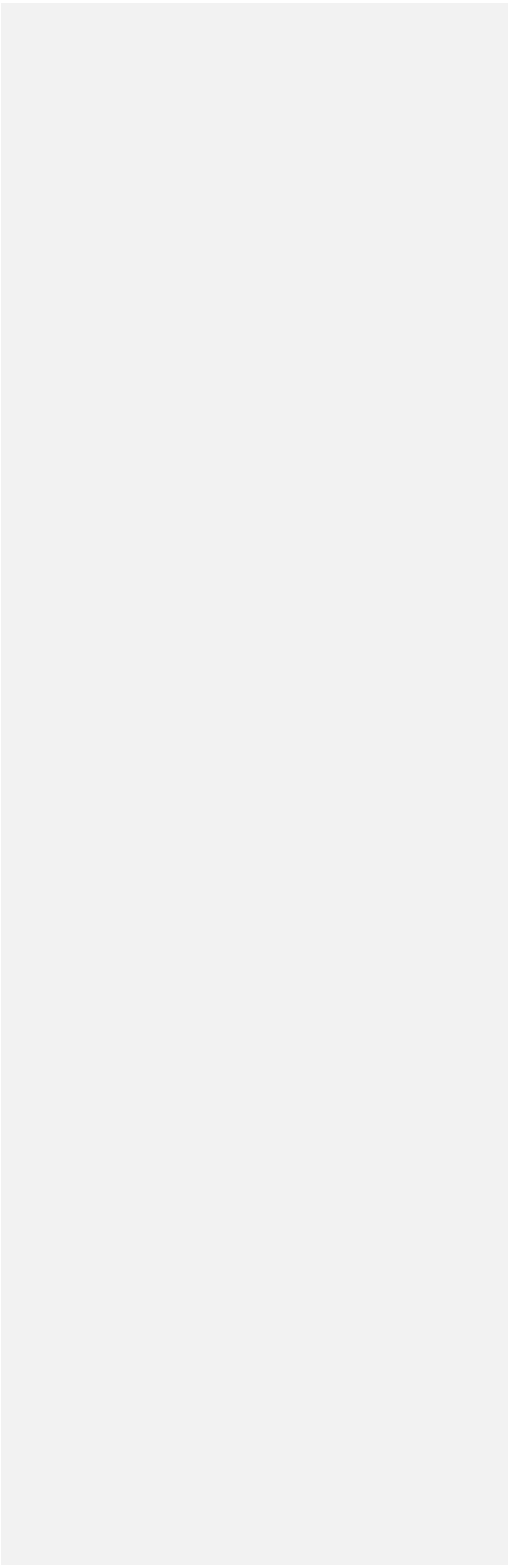
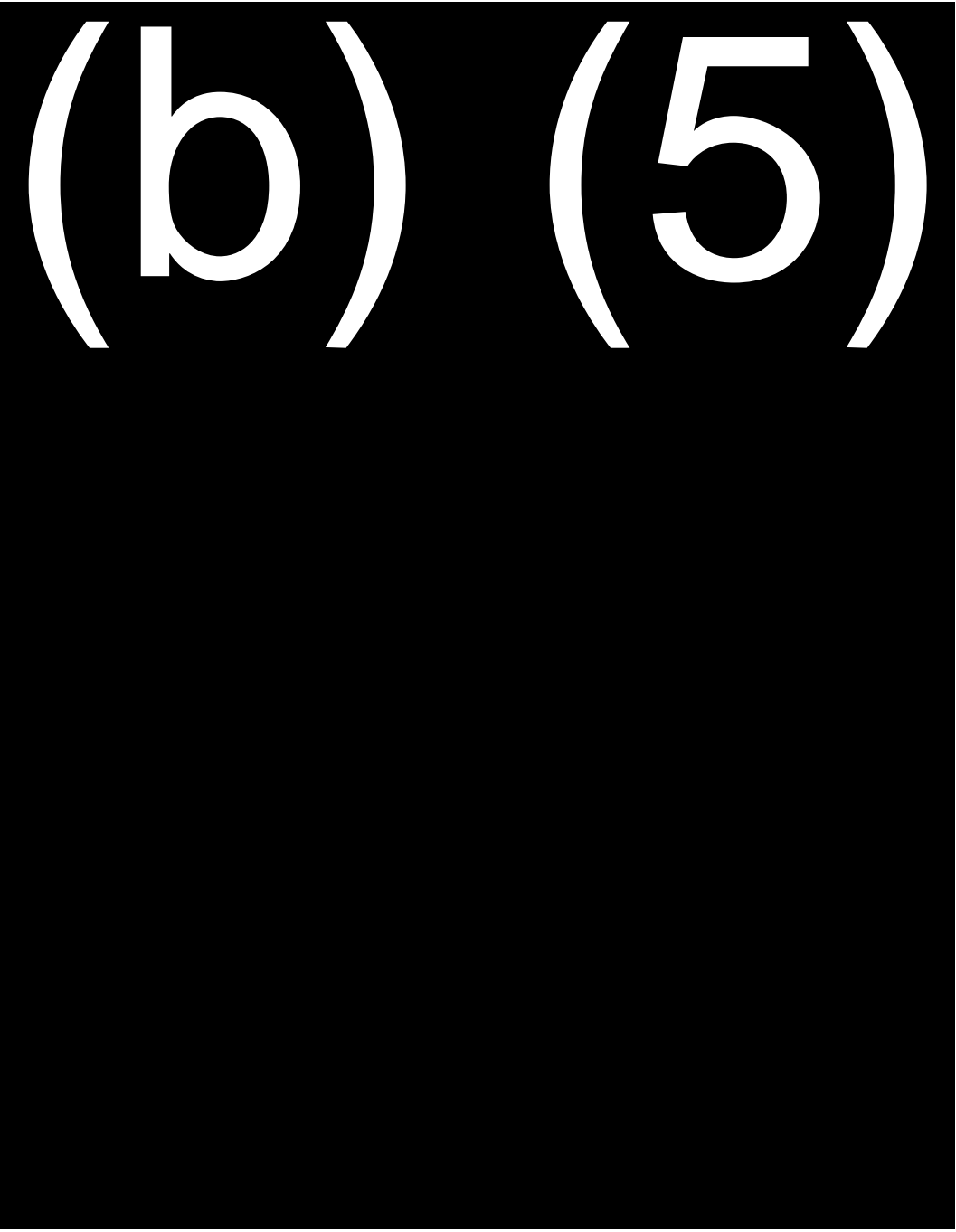
*** Please note: if you receive a duplicate tasking from OC BRIEFING STAFF please cc them on your response to us. Thank you.**

(b)(6);(b)(7)(C)

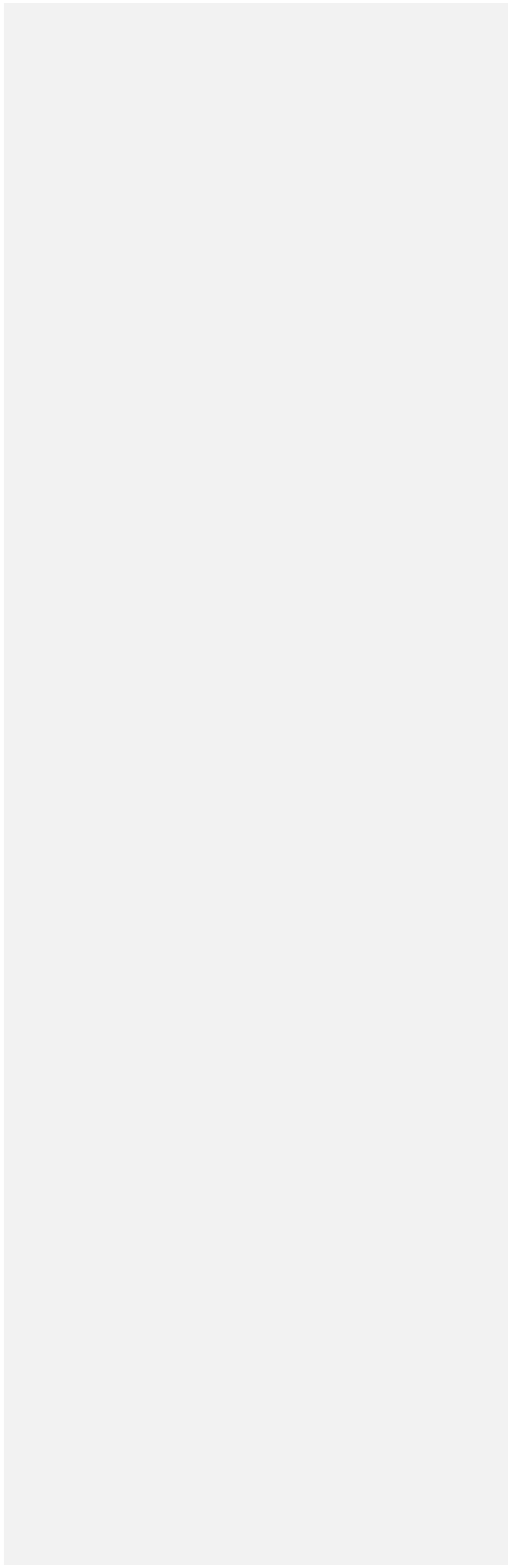
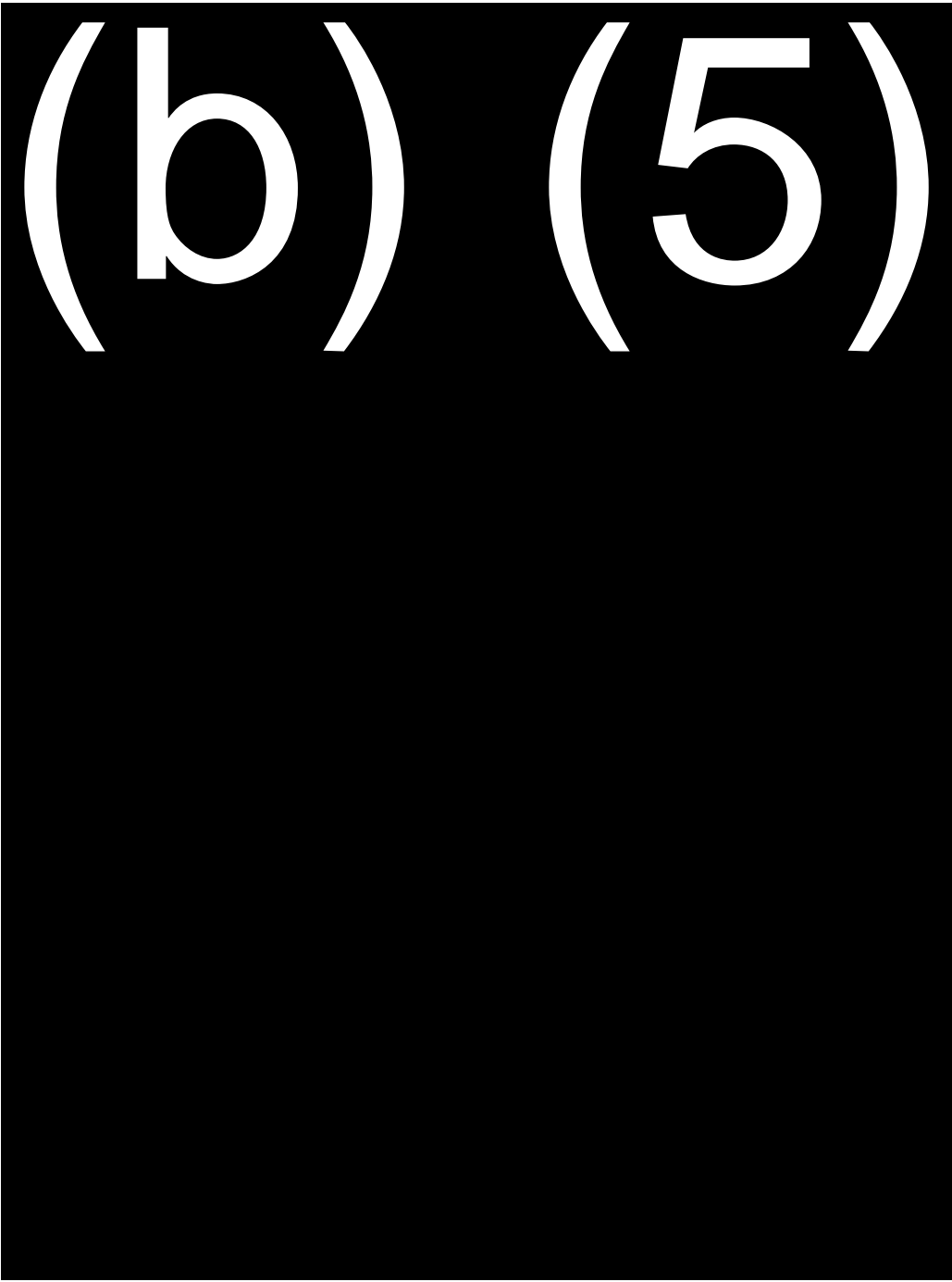
Office of the Executive Secretariat
U.S. Customs and Border Protection

(b)(6);(b)(7)(C)

(b) (5)

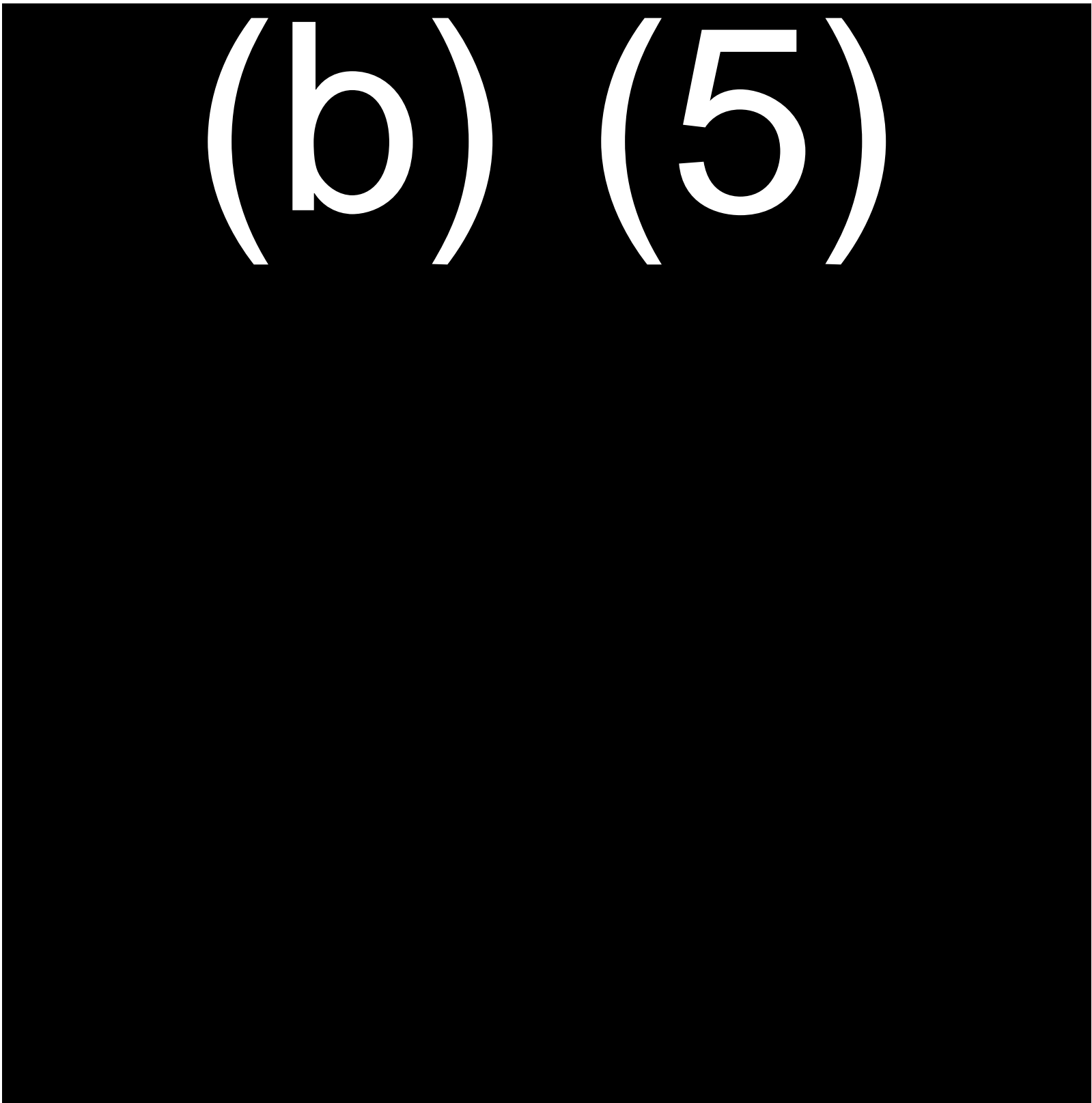


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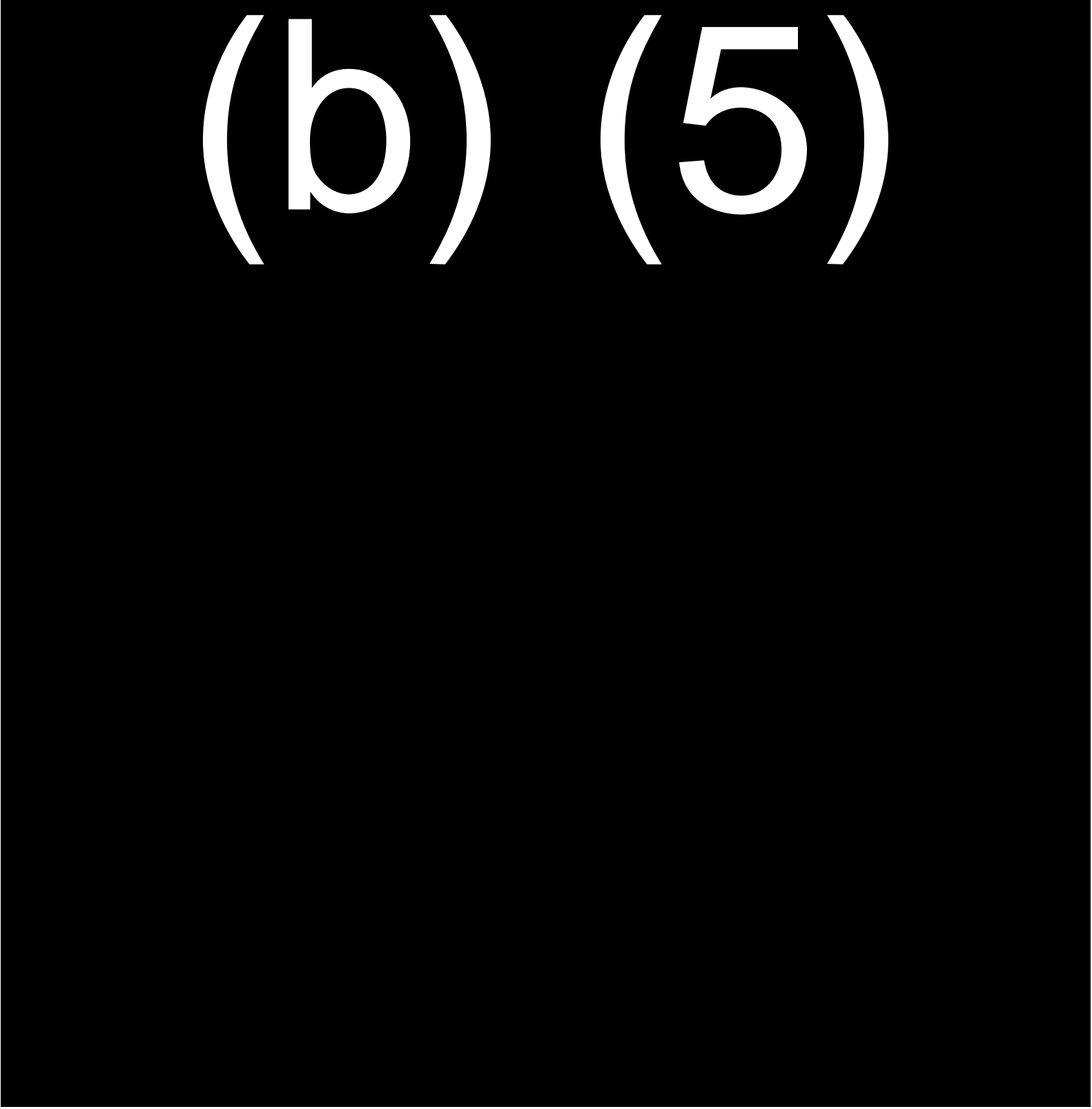
(b) (5)

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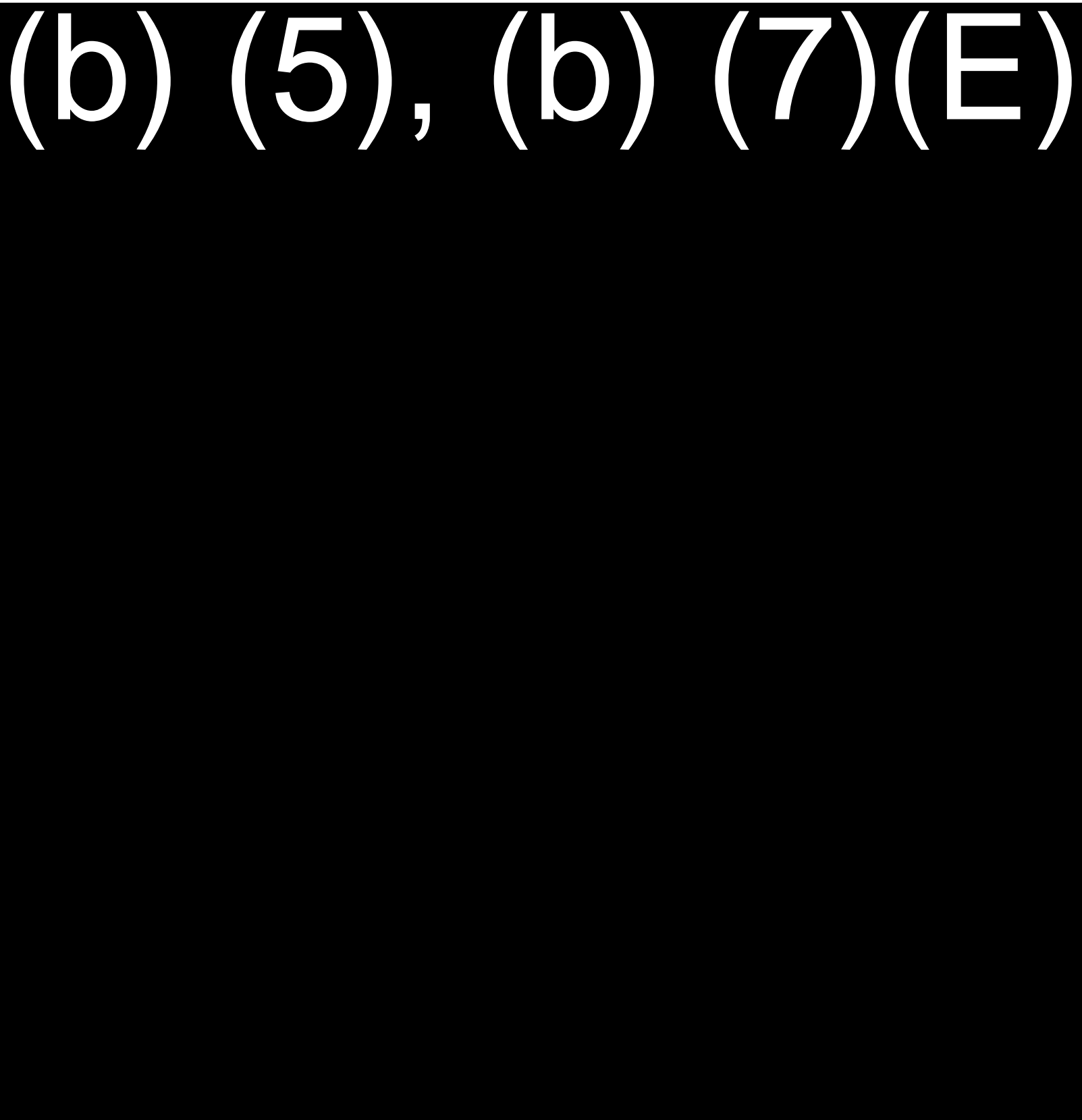


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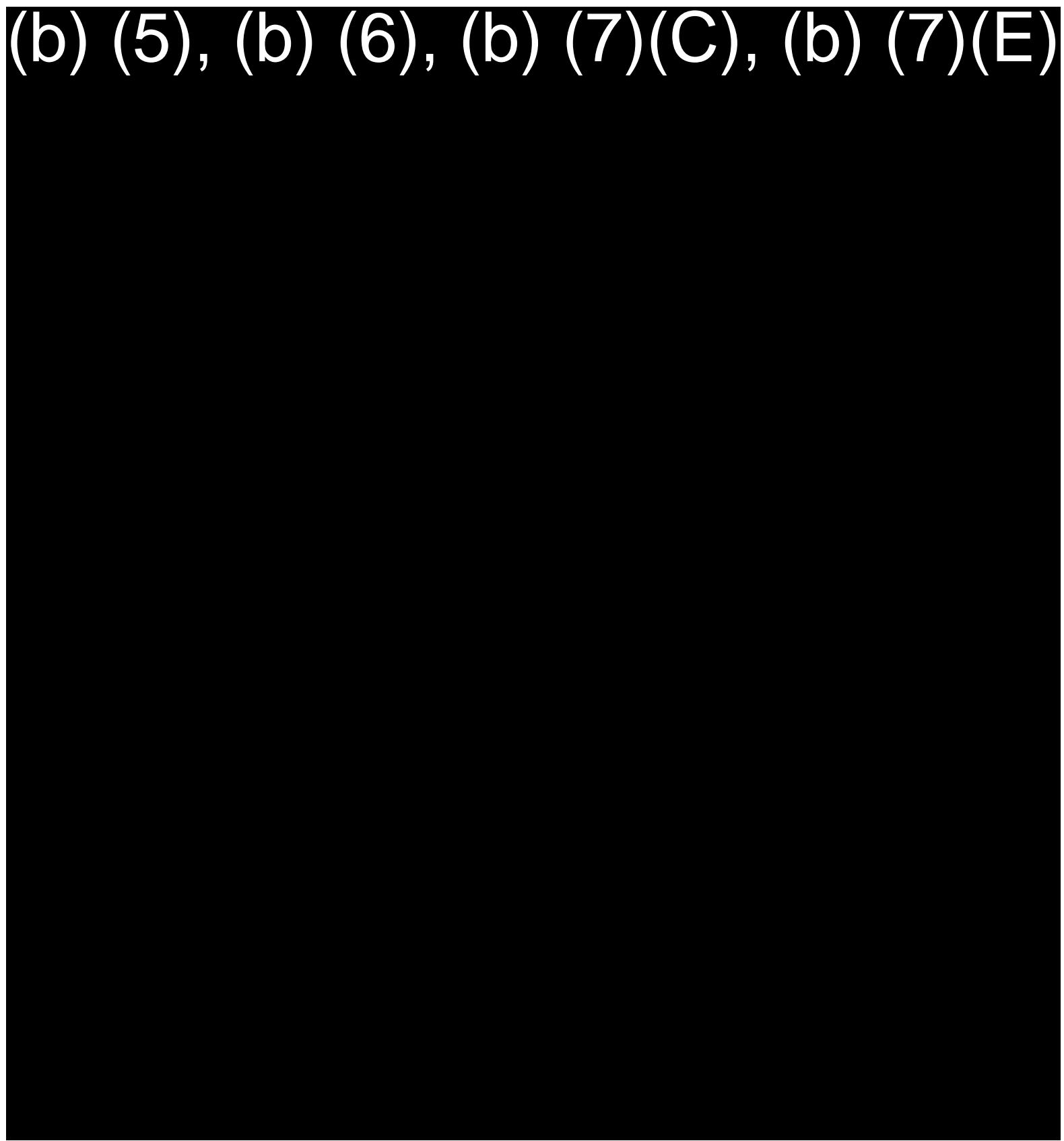
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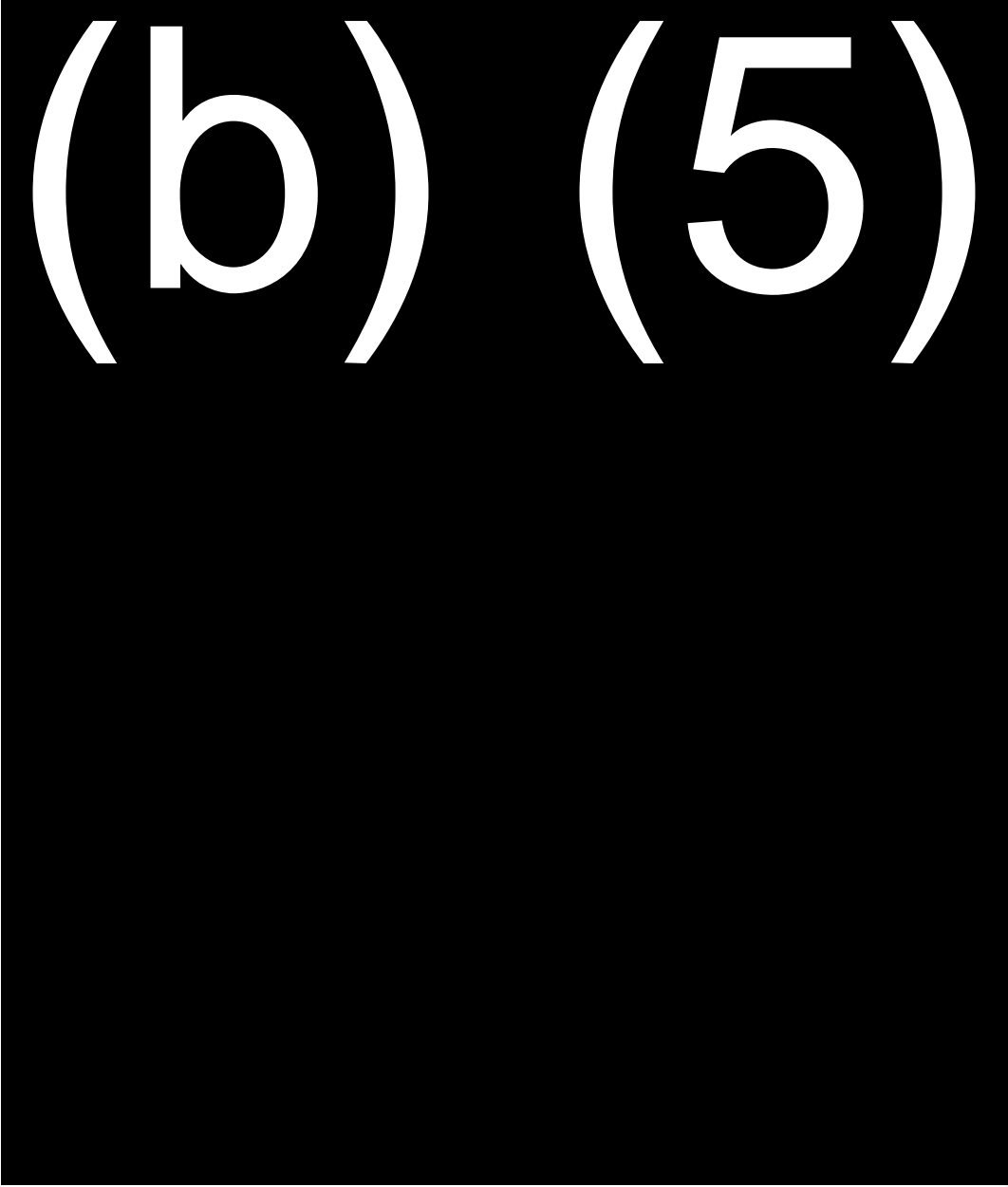


(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)

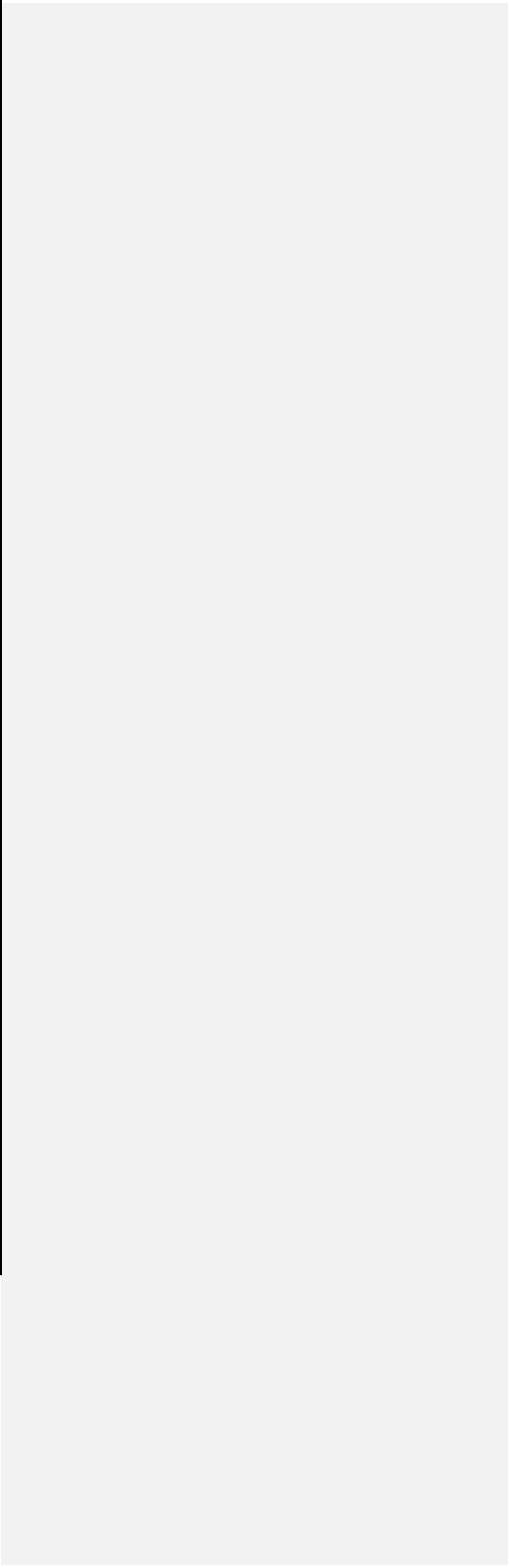
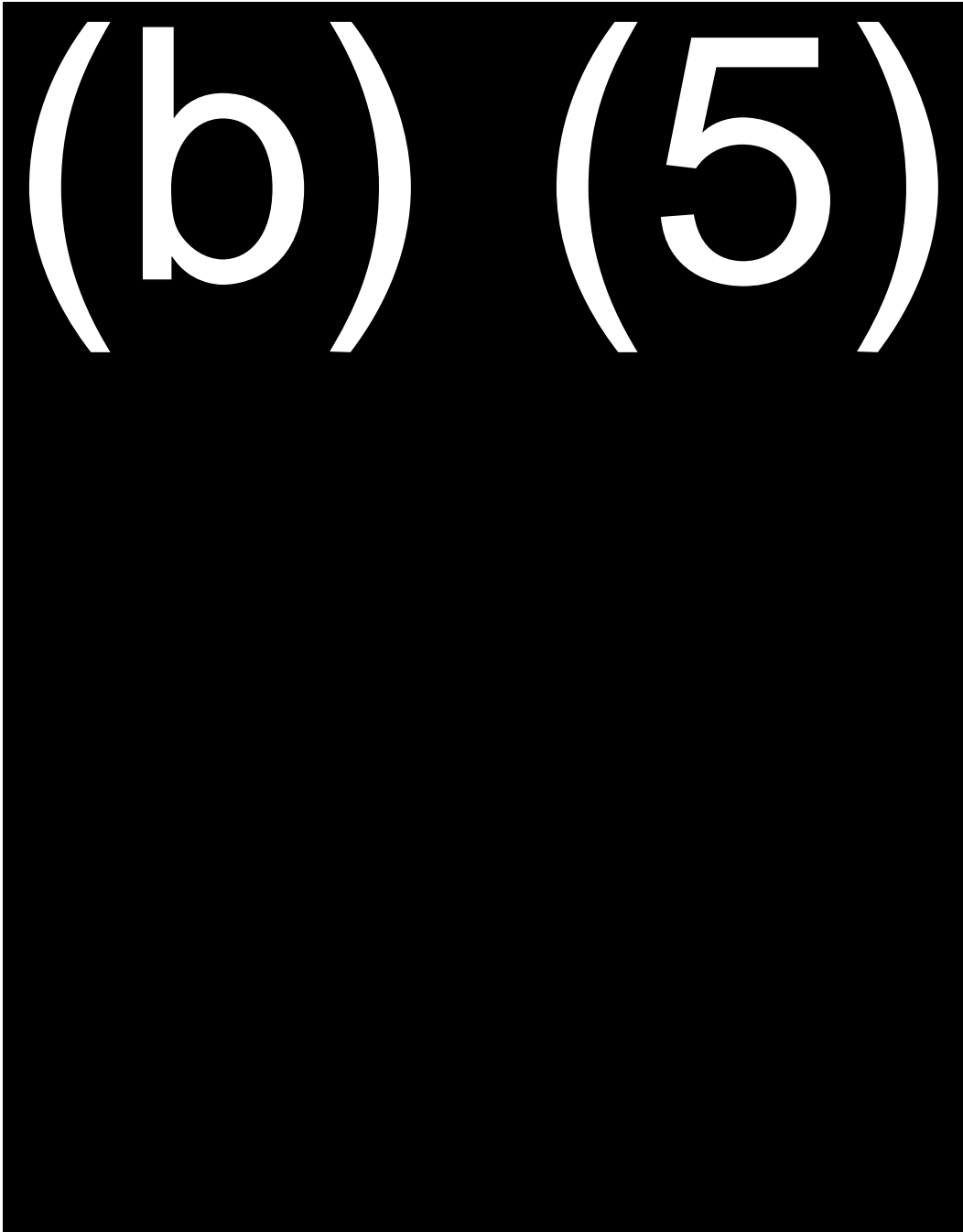


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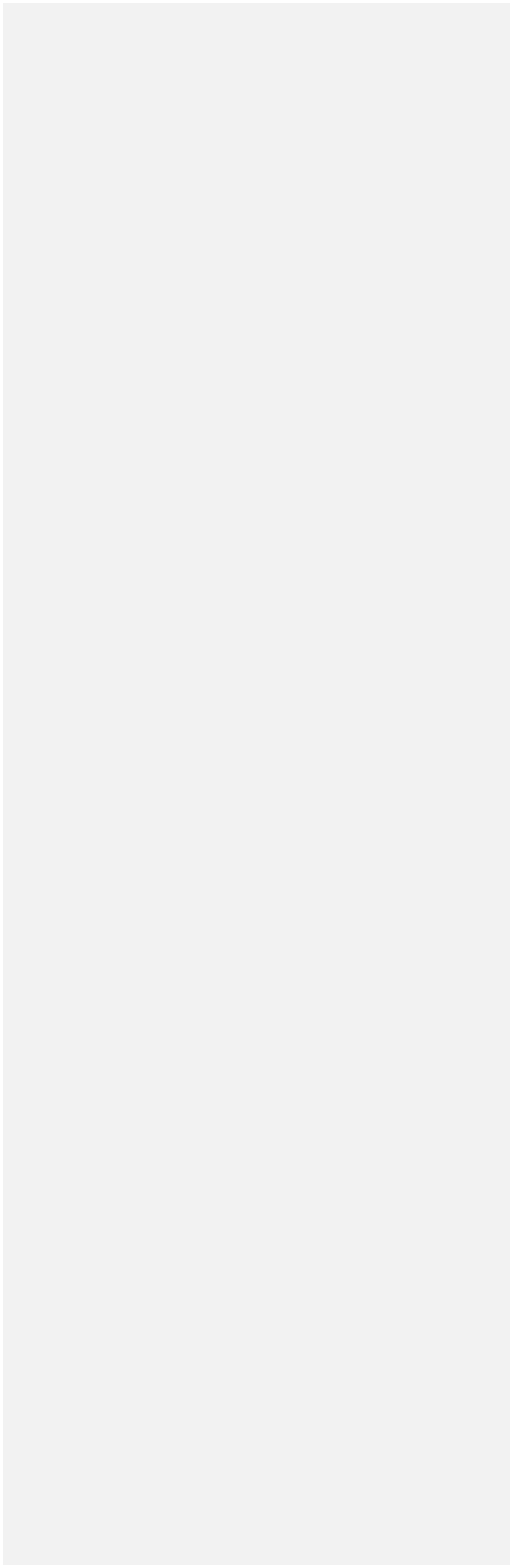
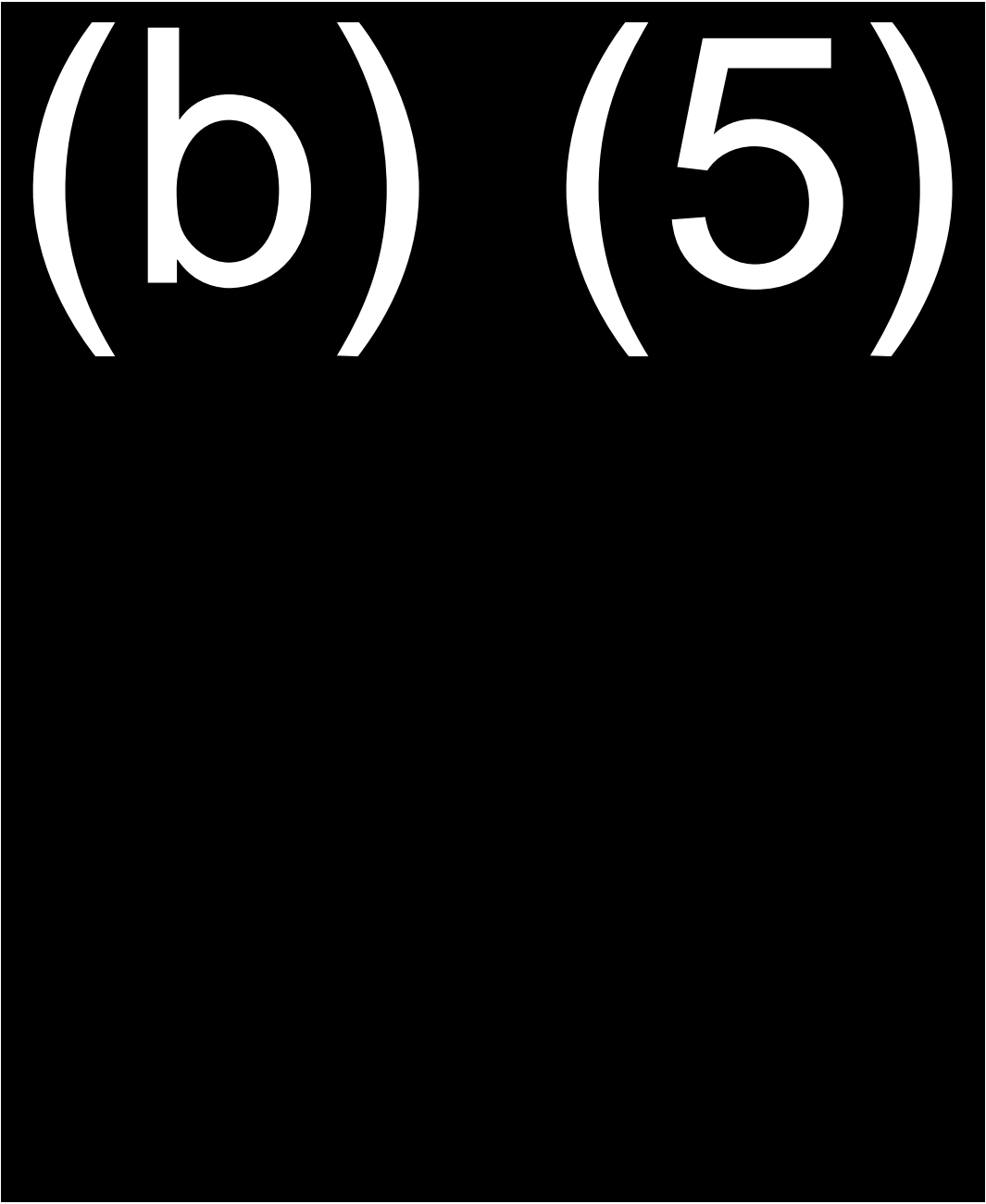
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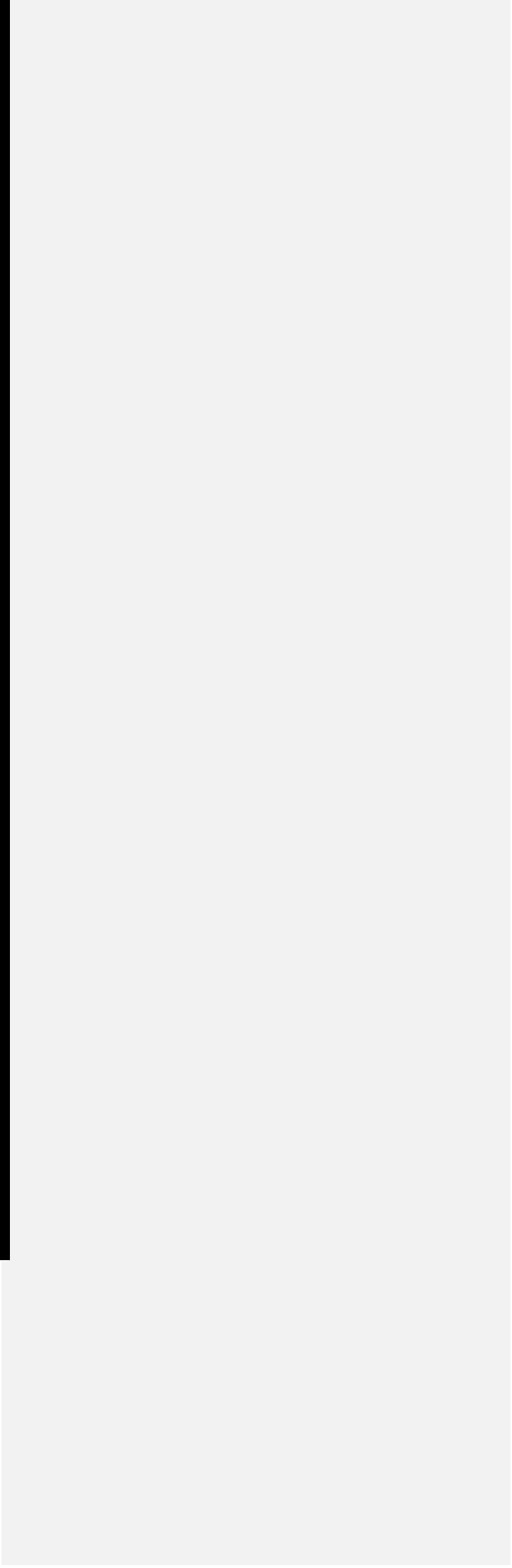
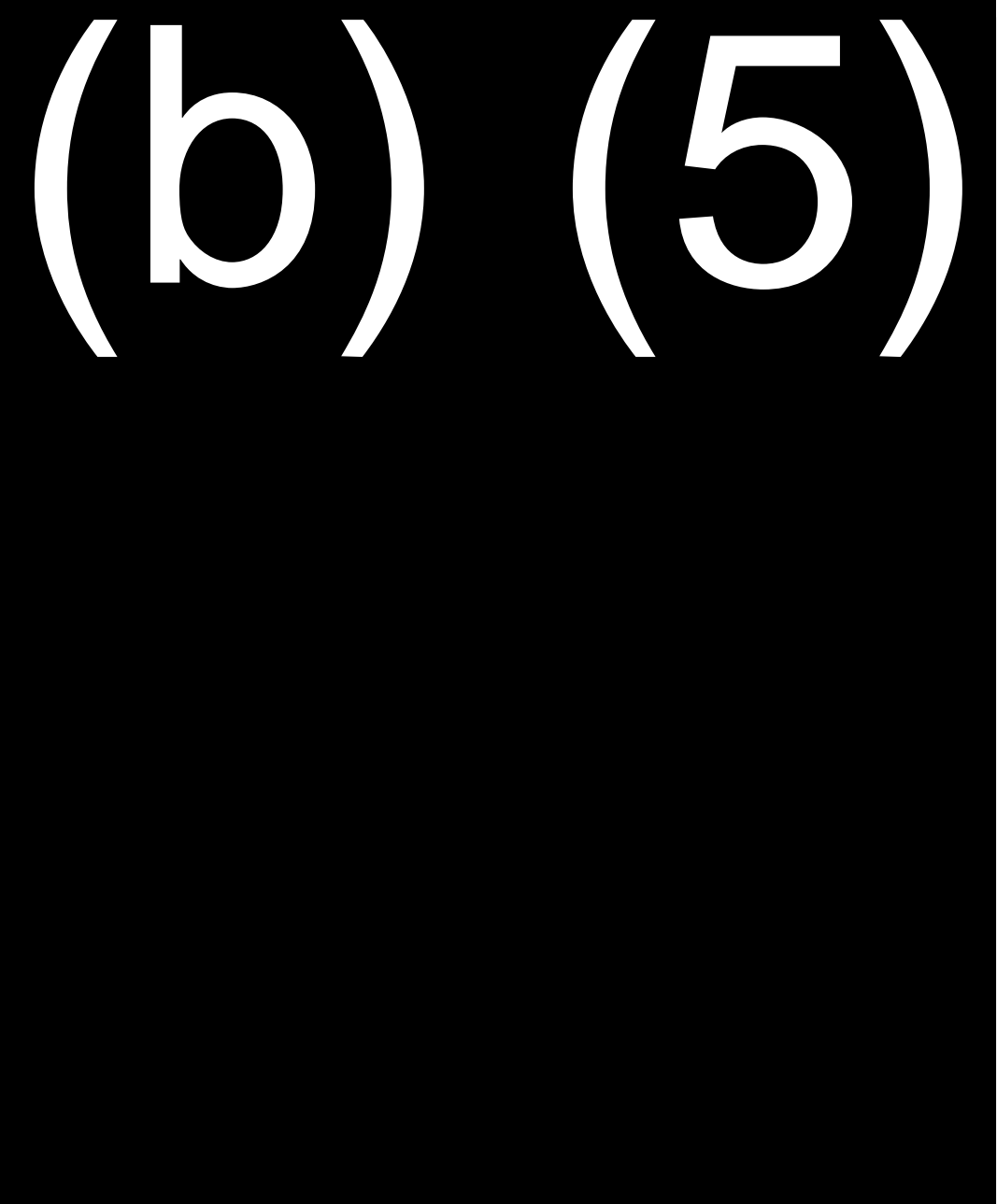
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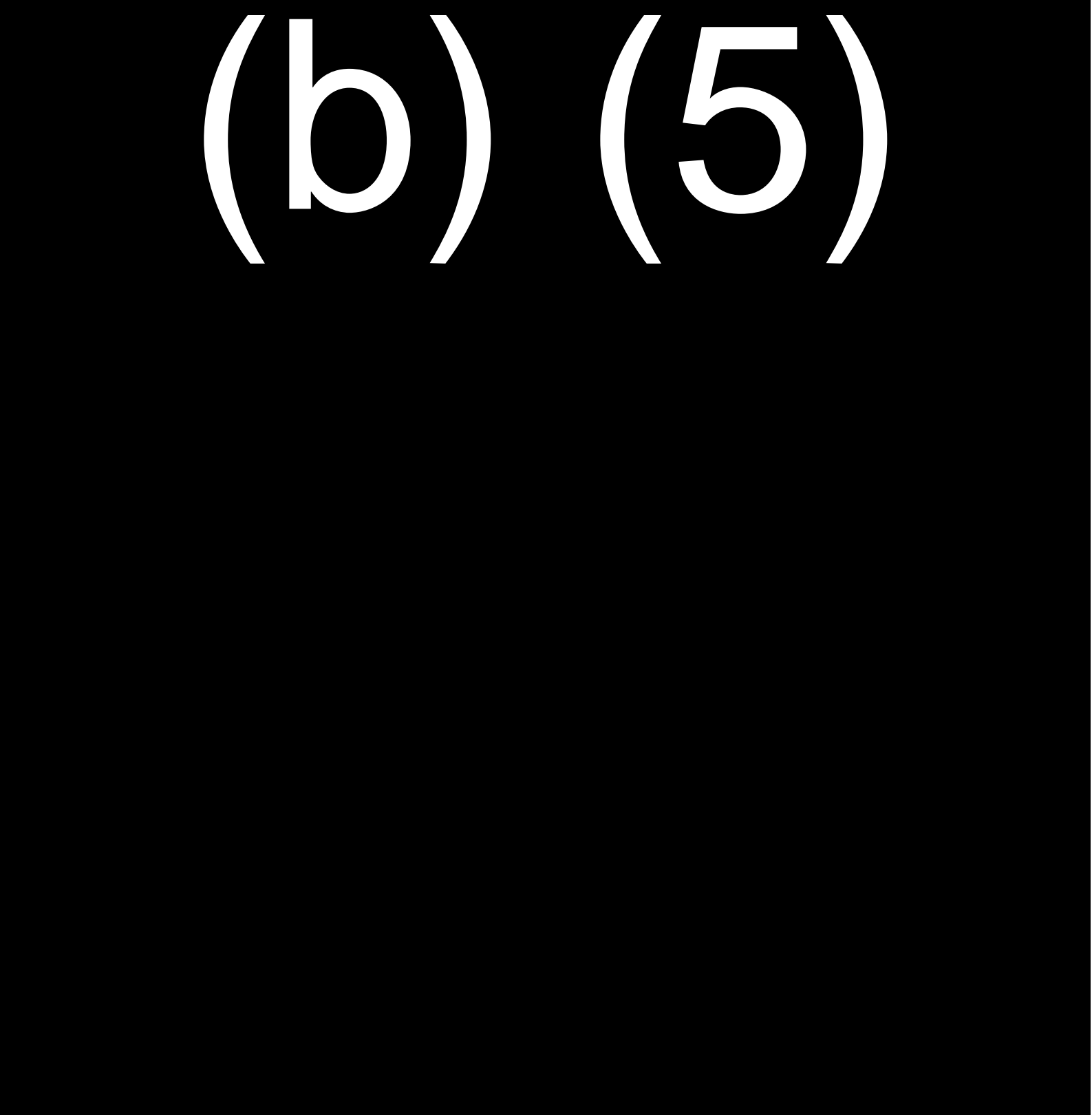
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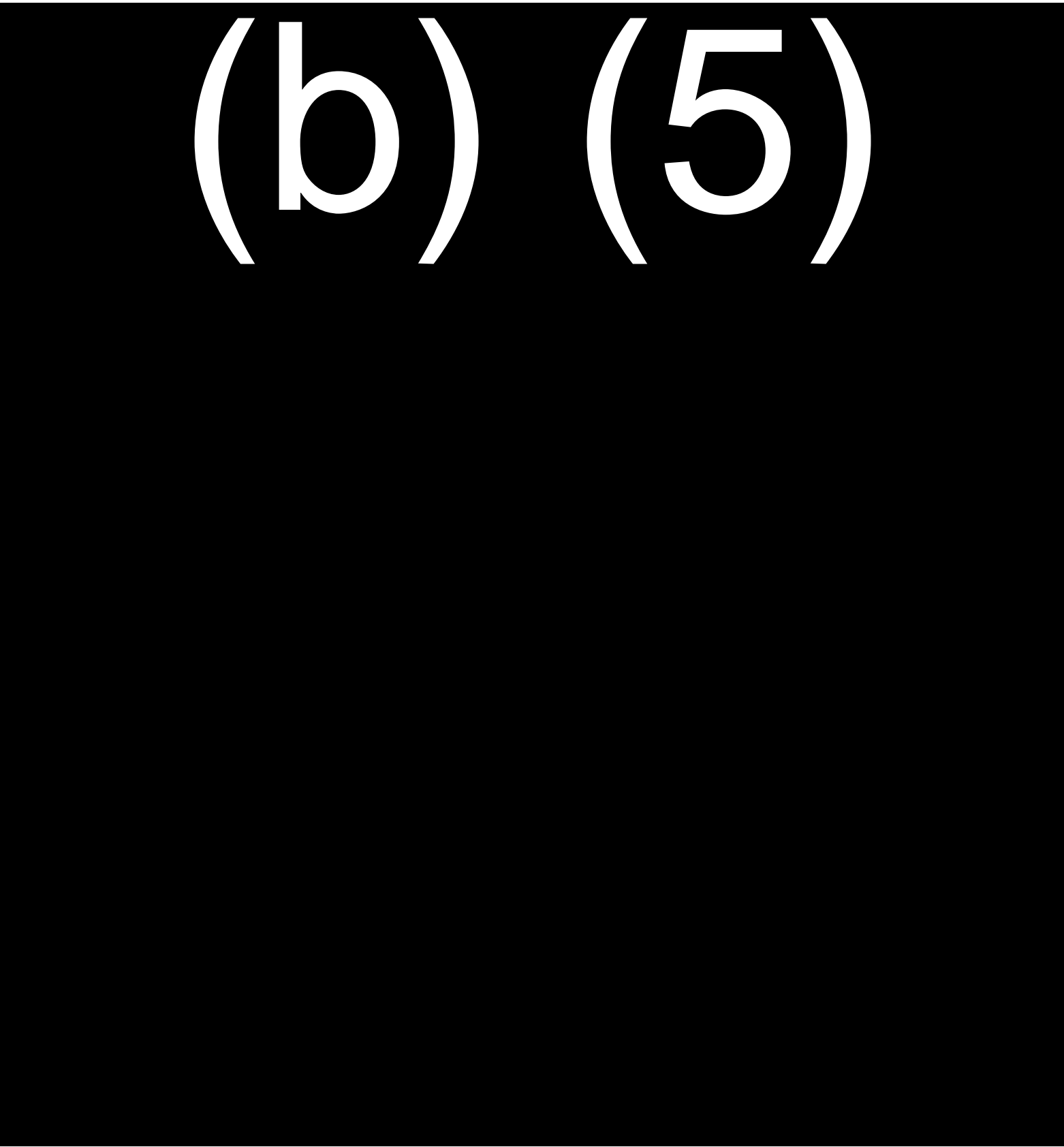
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(b) (6), (b) (7)(C)

Subject: Executive Governance Board
Location: Conf. Room (b) (6), (b) (7)(C)

Start: Wed 3/1/2017 9:00 AM
End: Wed 3/1/2017 10:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE
(b) (6), (b) (7)(C); HULL, AARON A; CHAVEZ, GLORIA I;
(b) (6), (b) (7)(C) USBP HQ Adjutants; (b) (6), (b) (7)(C)

Optional Attendees:

Executive Governance Board will brief Deputy Provost.

Read ahead material will be provided by ORMD at the earliest convenience.

Please forward invite to appropriate individuals not listed.



DO NOT REPLY TO THIS EMAIL
FOR INFORMATION ONLY

USBP EXECUTIVE GOVERNANCE BOARD (EGB)

USBP/SPA/ORMD

March 01, 2017

Updates from Last EGB

1. Priority List Clearance for 2017 Investment Priorities

Agenda – 03/01/2017

- Decision Program ULAD Program-(see Issue Paper)
- Location Priority List Review
- Brief on Options on (b) (7)(E)
- Brief on (b) (7)(E)
- (b) (7)(E) End State and Requirement review as a potential

2017 Investment Location Priority List

2017 Priority Lists

Area	Rank	Sector	RWG Weighted Score	Command Rack and Stack
(b) (7)(E)	1	(b) (7)(E)	18.21%	
	2		5.38%	SPAD
	3		9.13%	
	4		8.15%	
	5		6.99%	
	6		10.34%	SPAD
	7		4.96%	
	8		4.60%	
	9		4.56%	
	10		4.15%	
	11		4.12%	
	12		3.77%	
	13		3.46%	
	14		2.53%	
	15		2.43%	
	16		2.03%	
	17		1.91%	
	18		1.31%	
	19		1.16%	
	20		.84%	

Weighted Sector Averages

Area	Sector	Average for Individual Border (SWB, NB, CB)	Overall Weighted Score
(b) (7)(E)		26.56%	18.21%
		15.08%	10.34%
		13.31%	9.13%
		11.88%	8.15%
		10.19%	6.99%
		7.23%	4.96%
		6.70%	4.60%
		5.50%	3.77%
		3.54%	2.43%
		24.57%	5.38%
		18.80%	4.12%
		15.82%	3.46%
		11.54%	2.53%
		9.29%	2.03%
		8.70%	1.91%
		5.97%	1.31%
		5.29%	1.16%
		47.77%	4.56%
		43.45%	4.15%
		8.77%	0.84%
		300.00%	100.00%

(b) (7)(E)



Near Term Way Ahead



FY17 Priorities

Geographical
Priorities

(b) (5), (b) (7)(E)

Capability
Gap
Priorities

(b) (7)(E)

RAP-19
Priorities

(b) (5), (b) (7)(E)

**FY2017
PRIORITY
LIST**

Draft Oct 14
Final Oct 21

Results from Geographic Priority CAE and Sector Capability Gap Priorities will Inform the FY2017 Priority List and the RAP-19 Priority List.

FY18 Pilot Priority Methodology

- Based on risk indicators
- Extends SotB methodology to all sectors

Risk Category	Risk Indicator
THREAT	(b) (5), (b) (7)(E)
SITUATIONAL AWARENESS	
EFFECTIVENESS	

Risk Equals:

	Capability Level		
	Effectiveness		
SA Surveillance	LOW	MEDIUM	HIGH
NONE			
VERY LOW			
LOW			
MEDIUM			
HIGH			

X

Threat Score	
High	(b) (7)(E)
Medium	
Low	

Pilot Oct 28

Recommend implementing a pilot program near the end of October to provide a proof of concept for next year's proposed methodology



(b) (7)(E)

Upgrade Scope (Notional) – Laredo Sector

(b) (5), (b) (7)(E)

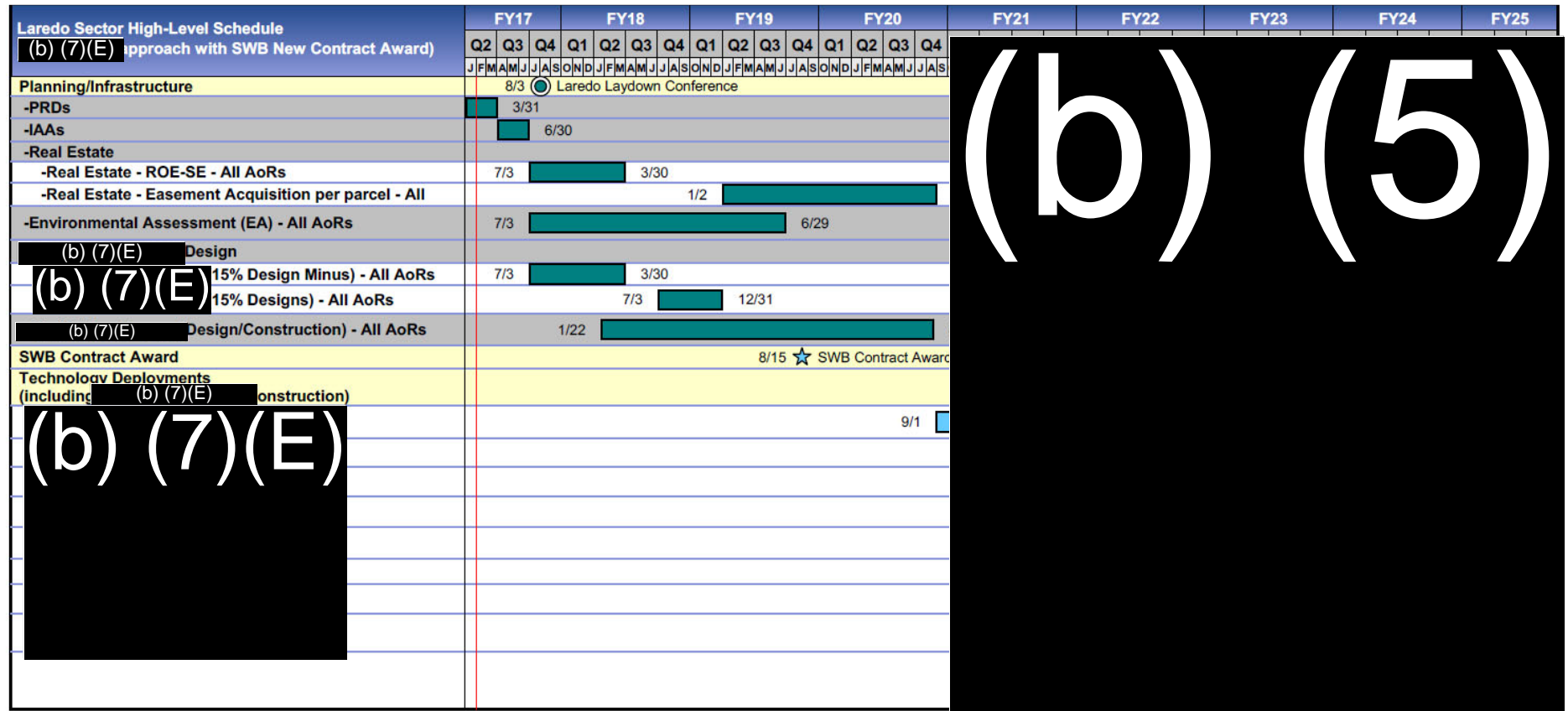
NOTES:

- Station AORs are in Priority Order provided by USBP Strategic Planning and Analysis Directorate (SPAD) on 1/5/2016.
- (b) (5), (b) (7)(E).
- (b) (7)(E) quantities and locations are notional.

Total Scope for (b) (7)(E)

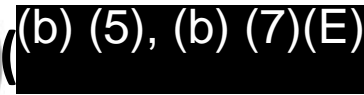


(b) (7)(E) Laredo Deployment Approach Only and New Contract Award

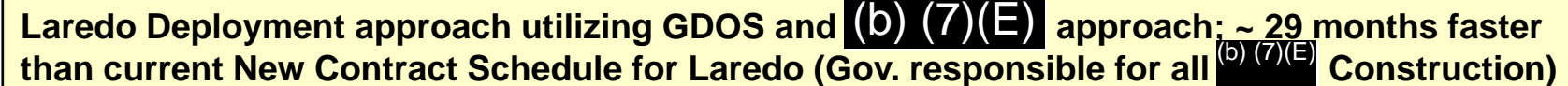


Laredo (b) (7)(E) schedule with a new Source Selection

*Assumes funding available in FY19



Only w/ Justification & Approval (J&A) utilizing GDOS)

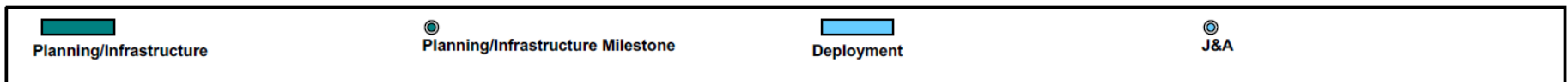
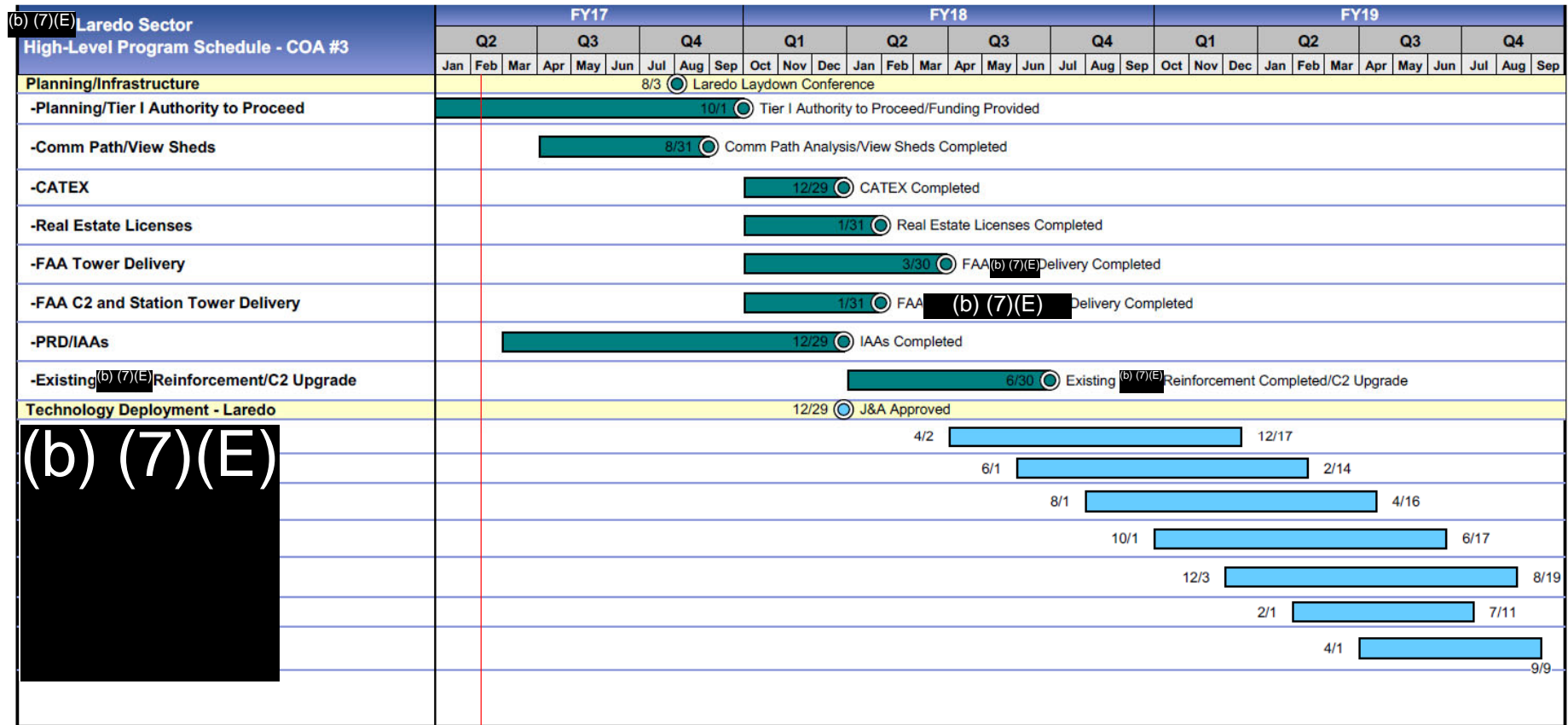


9



(b) (7)(E)

Upgrade Laredo Recommended Tier 1 Deployment COA



All Seven 7 AORs deployed ~24 months after Tier I Authority to Proceed

Includes Total Laredo Sector Requirement for (b) (7)(E)



(b) (7)(E)

Upgrade Laredo Recommended Tier 1 Deployment COA

Tier 1 COA: Utilize (b) (7)(E) at (b) (7)(E) and use existing (b) (7)(E) infrastructure to support technology upgrades.

Approach – Utilize (b) (7)(E) to provide the full laydown requirement. The (b) (7)(E) could be (b) (5), (b) (7)(E).

- PROS:

- Provide (b) (7)(E) capability at all Station AORs.
- Supports a Tier 1 (b) (7)(E) deployment.
- Flexible: (b) (7)(E).
- Reduces Environmental Clearances and Real Estate timelines.
- Reduced cost compared to all (b) (7)(E) solution (current approach).

- CONS:

- Current limitation on (b) (7)(E) based on Pilot is (b) (7)(E).
- Pilot Assessment not scheduled until July – December 2017: Assess (b) (7)(E), (b) (7)(E).



Risk

(b) (5), (b) (7)(E)

- EA and Real Estate work requirements for the SWB Wall effort may negatively impact resources needed for (b) (7)(E) deployments.
- Real Estate licenses will require annual reapprovals from land owners.



Trade-off Analysis

	Scope	Deployment Cost	Schedule
Current Approach with New Contract	Full capability per December 2016 laydown using (b) (7)(E) and a competitive procurement.	(b) (5), (b) (7)(E)	7 AORs in ~88 months
Current Approach with J&A	Full capability per December 2016 laydown using (b) (7)(E) and a sole source award to the current contractor.		7 AORs in ~59 months
Recommended Tier 1 COA	Full capability per December 2016 laydown using (b) (7)(E) and a sole source award to the current contractor.		7 AORs in ~24 months

Recommended Tier 1 COA has potential to provide capability to all Station AORs in less time and cost as current (b) (7)(E) deployment approach

Does not include additional PMO Personnel costs to support Tier 1 Deployment



Way Ahead

- (b) (5)
-



(b) (7)(E)
Phase 1B & 2

- **Normal Installation**

- Full & Open Competition
- Full Environmental compliance

Cost* (b) (5), (b) (7)(E)
Staff -

(b) (7)(E)

- **Accelerated Installation**

- Other than Full & Open Competition – Limited to 4-5 Offerors through NDI
- Partial Environmental Compliance (Waiver)

Cost* (b) (5), (b) (7)(E)
Staff -

(b) (7)(E)

- **Urgent Installation**

- Other than Full & Open Competition - “Only One Responsible Source” or “Unusual and Compelling Urgency”
- Undefined Contractual Action (UCA) or “Letter Contract”
- Maximize Environmental waivers & Unilateral “Condemnation”

* Cost is FY19-23 RAP estimates not Life Cycle

Cost* (b) (5), (b) (7)(E)
Staff -

(b) (7)(E)

Note – These Courses of Action (COA) assume that all (b) (7)(E) have been validated prior to starting any COA.

(b) (7)(E)

End State Goal:

-

(b) (7)(E)

(b) (7)(E)

Requirements:

- (b) (5), (b) (7)(E)

- (b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

BACKUP



Geographic Prioritization Approach



- The participants in the CAE were members of the USBP Requirements Working Group (RWG) which includes representatives from the LEO Intelligence, Strategic Planning and Analysis, Specialty Programs and Operations.
- Each participant asked to prioritize each of the Sectors in the three borders using an Analytic Hierarchy Process (AHP) pairwise comparison technique. This was followed by an all border pairwise comparison (SWB, NB, and CB) to determine weights to apply to the Sector AHPs.

- 1.
- 2.
- 3.
- 4.

(b) (5), (b) (7)(E)



AHP Pairwise Comparison Technique



- Two parameters (Sectors for this exercise) are compared to each other and scored based on the importance relative to each other. The intensity of importance scale below was used for scoring:

(b) (5), (b) (7)(E)

- The pairwise comparison matrix is constructed for the sectors to be considered (i.e. Sectors for this exercise)
- A matrix is constructed expressing the relative values of the set of attributes.
- Relative weights are calculated for each Sector based on the matrix of relative values . Example for the SWB:

Weights:	FOC	Weight
	(b) (7)(E)	1.48%
		10.98%
		1.62%
		8.80%
		14.62%
		25.85%
		17.34%
		16.59%
		2.72%

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Sector Weights by Participant

All-Border Weights by Participant

(b) (5), (b) (7)(E)

Border Weights

(b) (5), (b) (7)(E)

Average from All-Border AHP



Sector Prioritization Summary

- Biased towards SWB

• (b) (5), (b) (7)(E)

- Lessons Learned

(b) (5), (b) (7)(E)

Sorted

Area	Sector	Overall Weighted Score
(b) (7)(E)		✓ 18.21%
		✓ 10.34%
		✓ 9.13%
		8.15%
		✓ 6.99%
		✓ 5.38%
		✓ 4.96%
		✓ 4.60%
		✓ 4.56%
		✓ 4.15%
		4.12%
		3.77%
		3.46%
		2.53%
		2.43%
		2.03%
		1.91%
		1.31%
		1.16%
		0.84%

✓ Planning workshops held



Sector Weights from Participants

Area	Sector	Average	CAE Participant Weights									
			1	2	3	4	5	6	7	8	9	10
(b) (7)(E)		6.70%	2.91%	1.48%	14.67%	1.46%	4.44%	9.90%	4.51%	4.21%	3.13%	20.31%
		10.19%	3.78%	5.05%	17.39%	4.23%	24.00%	3.97%	4.07%	24.44%	3.39%	11.59%
		3.54%	3.51%	3.88%	7.09%	2.81%	1.64%	2.43%	2.92%	2.63%	3.54%	4.95%
		11.88%	9.30%	7.96%	3.84%	15.05%	5.63%	27.55%	10.14%	8.82%	10.20%	20.31%
		13.31%	8.49%	10.48%	23.37%	15.05%	16.16%	15.12%	16.30%	9.94%	11.50%	6.72%
		26.56%	37.87%	37.57%	13.63%	27.75%	25.73%	24.12%	31.07%	21.94%	39.20%	6.72%
		7.23%	7.05%	5.32%	13.43%	2.81%	6.12%	4.41%	7.03%	11.10%	3.83%	11.25%
		15.08%	24.32%	17.51%	4.26%	27.75%	12.47%	9.09%	19.20%	14.74%	17.05%	4.38%
		5.50%	2.78%	10.75%	2.33%	3.09%	3.79%	3.40%	4.75%	2.18%	8.15%	13.78%
Area	Sector	Average	CAE Participant Weights									
			1	2	3	4	5	6	7	8	9	10
(b) (7)(E)		15.82%	11.30%	15.82%	10.91%	25.43%	26.70%	19.21%	13.80%	10.37%	9.64%	15.09%
		11.54%	11.05%	5.41%	18.54%	4.83%	6.39%	6.72%	16.75%	16.20%	13.91%	15.59%
		18.80%	35.79%	7.76%	31.31%	42.56%	5.76%	18.65%	21.96%	10.69%	3.91%	9.66%
		5.97%	8.05%	3.11%	4.12%	3.61%	2.36%	6.56%	9.80%	8.19%	8.87%	5.08%
		5.29%	8.05%	2.51%	4.41%	3.61%	3.90%	6.56%	5.27%	6.74%	7.75%	4.14%
		8.70%	8.74%	11.70%	1.99%	3.61%	13.94%	6.72%	5.53%	13.85%	7.54%	13.41%
		9.29%	8.96%	8.38%	4.24%	3.61%	7.06%	6.56%	12.01%	6.37%	31.62%	4.14%
		24.57%	8.07%	45.32%	24.49%	12.76%	33.90%	29.02%	14.88%	27.59%	16.77%	32.89%
Area	Sector	Average	CAE Participant Weights									
			1	2	3	4	5	6	7	8	9	10
(b) (7)(E)		47.77%	17.86%	78.70%	47.37%	71.47%	30.43%	33.25%	58.42%	30.43%	48.06%	61.75%
		8.77%	11.25%	4.57%	5.26%	6.68%	6.27%	13.96%	13.50%	6.27%	11.40%	8.56%
		43.45%	70.89%	16.73%	47.37%	21.85%	63.30%	52.78%	28.08%	63.30%	40.54%	29.69%
Area	Sector	Average	CAE Participant Weights									
			1	2	3	4	5	6	7	8	9	10
(b) (7)(E)		23.49%	17.34%	29.08%	70.07%	18.84%	33.33%	22.55%	6.84%	20.00%	5.18%	11.68%
		20.22%	5.45%	55.67%	20.21%	8.10%	33.33%	10.07%	14.23%	20.00%	15.14%	19.98%
		56.29%	77.20%	15.24%	9.72%	73.06%	33.33%	67.38%	78.93%	60.00%	79.68%	68.33%

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(b) (6), (b) (7)(C)

Subject: Federal Triangle Partnership National Women's History Month Program
Location: U.S. Department of Commerce Auditorium

Start: Tue 3/14/2017 1:00 PM
End: Tue 3/14/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6), (b) (7)(C)

Required Attendees: PORVAZNIK, ANTHONY J; (b) (6), (b) (7)(C); FALK, SCOTT K (OCC); (b) (6), (b) (7)(C);
HIGHSMITH, ANNMARIE (OCC); (b) (6), (b) (7)(C); Owen, Todd C (AC OFO);
HOFFMAN, TODD A; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C);
SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C);
KOUMANS, MARK; (b) (6), (b) (7)(C);
(b) (6), (b) (7)(C); MCALEENAN, KEVIN K;
JACKSTA, LINDA L (AC HRM); WAGNER, JOHN P; PROVOST, CARLA (USBP); LUCK,
SCOTT A (USBP); (b) (6), (b) (7)(C); LANDFRIED, PHIL A; MILLER, TROY A; YOUNG,
EDWARD E; CALVO, KARL H.; HARRIGER, KEVIN C; (b) (6), (b) (7)(C); DINUCCI,
RICHARD F; (b) (6), (b) (7)(C); ALLES, RANDOLPH D; (b) (6), (b) (7)(C);
WHITTENBURG, CYNTHIA F; HOWE,
RANDY J; (b) (6), (b) (7)(C);
HULL, AARON A; CHAVEZ, GLORIA I; (b) (6), (b) (7)(C);
S; COUREY, MARC BENNETT (OCC); KIPEL, ALICE A; (b) (6), (b) (7)(C); SAUNDERS,
IAN C.; (b) (6), (b) (7)(C)

CBP Headquarters Leadership – You are invited to the following Federal Triangle Partnership National Women's History Month Program

On Tuesday, March 14, 2017 from 2:00 – 3:00 pm, the Federal Triangle Partnership (DOC, EPA, USAID and CBP) will celebrate National Women's History Month with a program featuring a panel discussion featuring:

- (b) (6), (b) (7)(C), Owner of B Reel Media Management,
- (b) (6), (b) (7)(C), CEO of DSFederal, Inc. and,
- (b) (6), (b) (7)(C), SCORE Counselor, U.S. Small Business Administration .

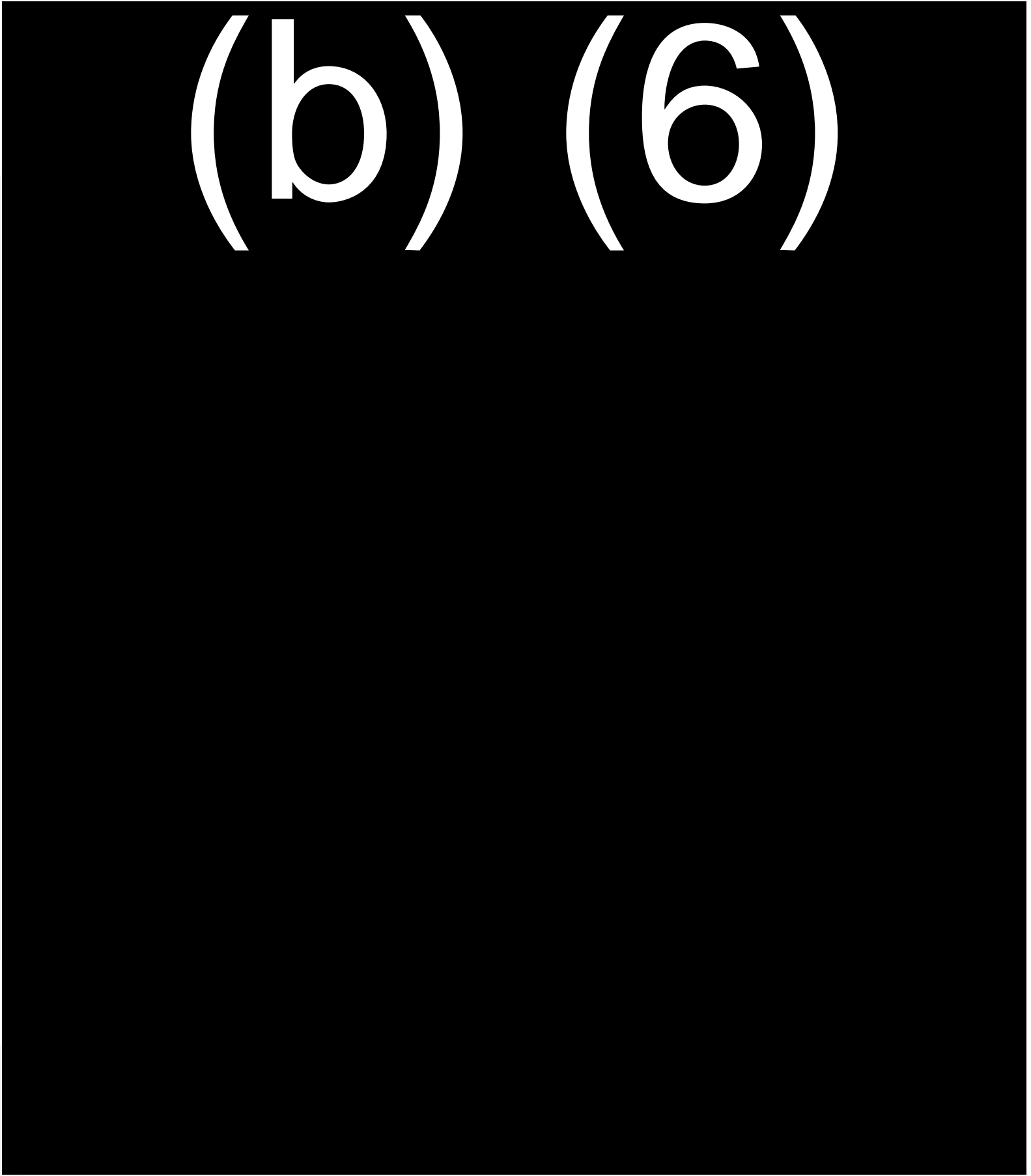
The program will be held at the U.S. Department of Commerce Auditorium. For more program information, please contact (b) (6), (b) (7)(C), DCR Officer (b) (6), (b) (7)(C).

Below is program flyer and biodata of panel members.

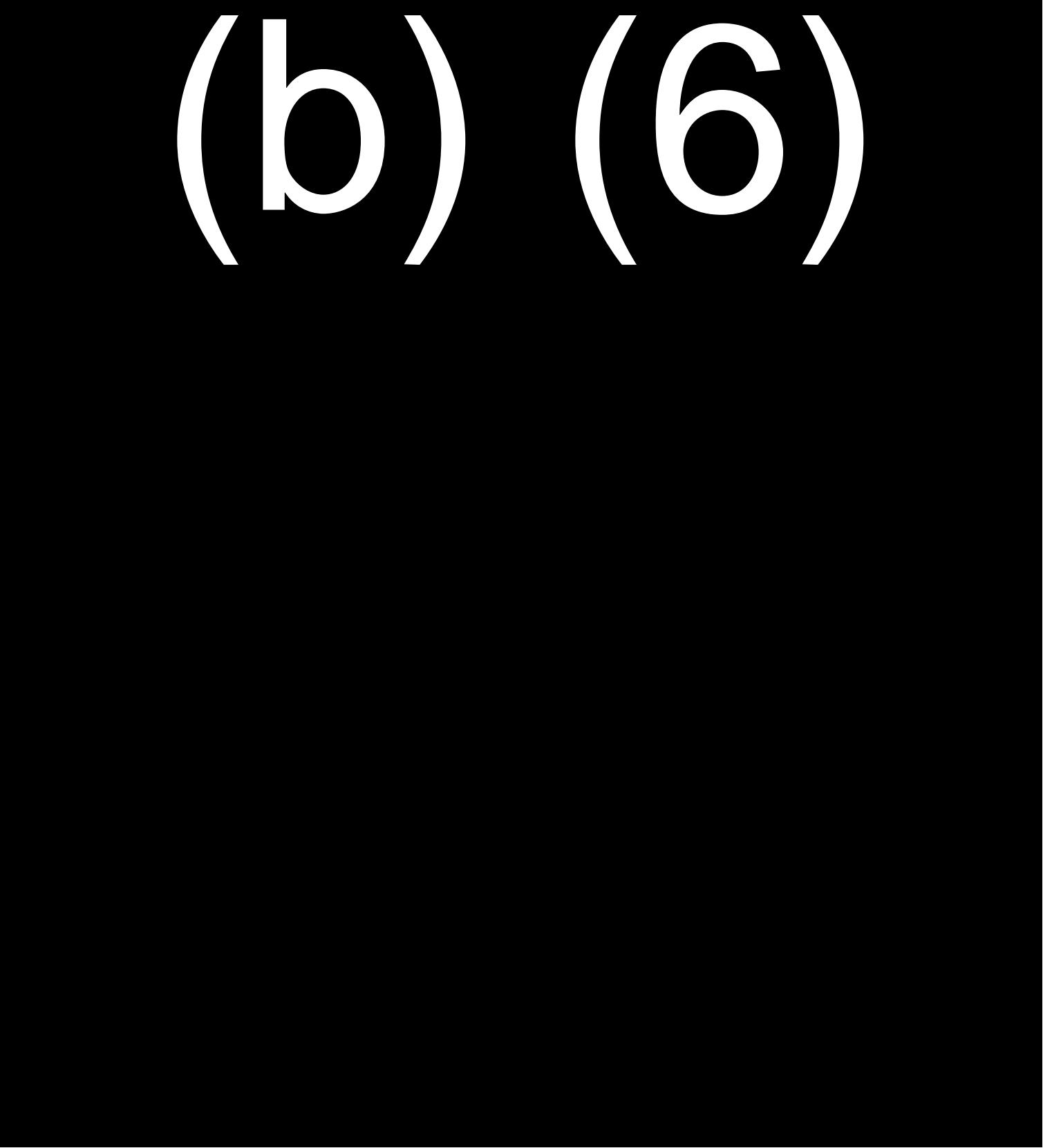
(b) (6), (b) (7)(C)



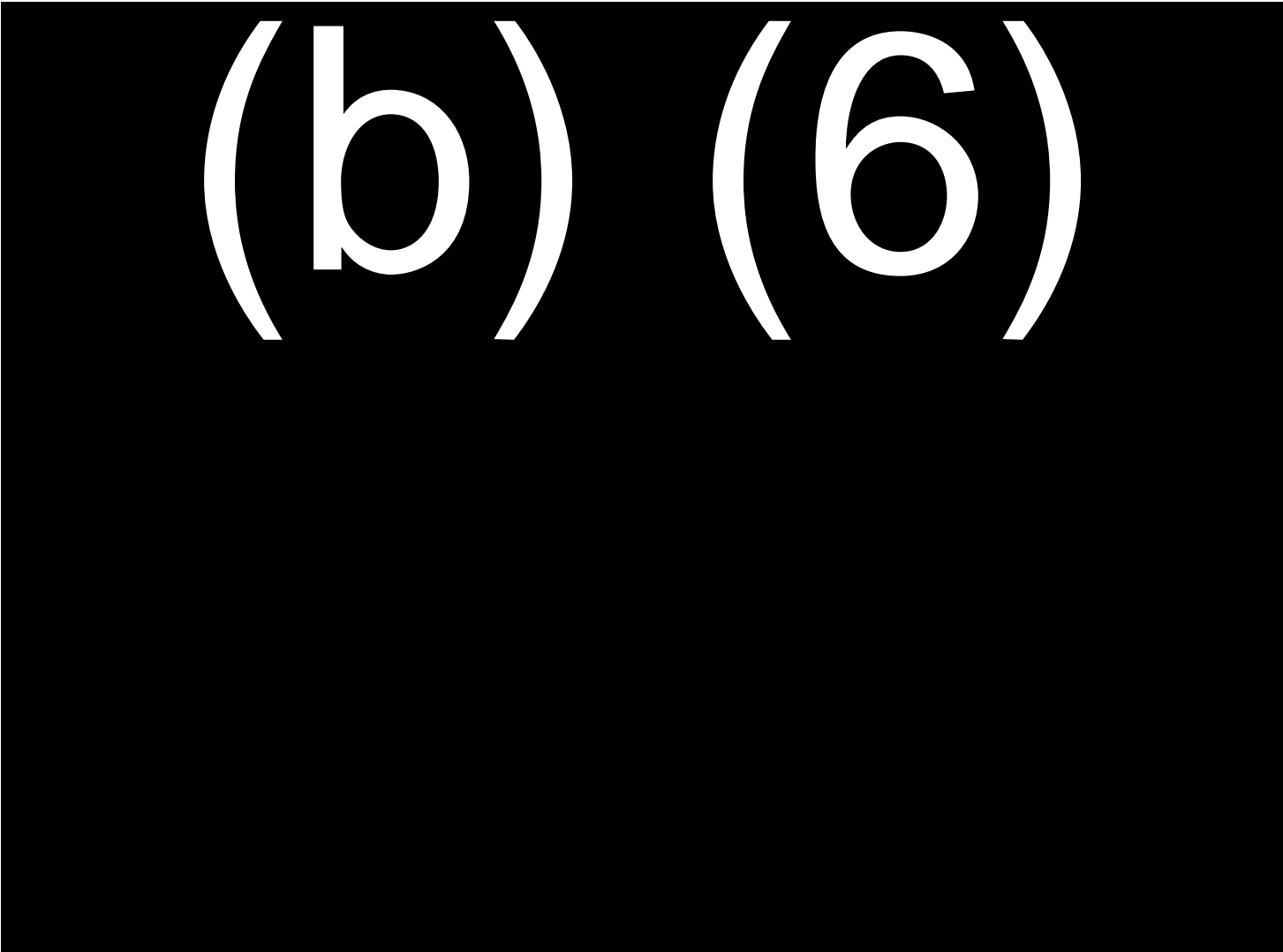
(b) (6)



(b) (6)



(b) (6)



National Women's History Month Program 2017

*"Honoring Trailblazing Women
in Labor and Business"*

Tuesday, March 14, 2017

2:00p.m. to 3:00p.m.

U.S. Department of Commerce Auditorium

Panel Discussion

Panelists:

(b) (6), (b) (7)(C)

SCORE Counselor, U.S. Small Business Administration



With MC Vadrienne B. Starks, Deputy for the Custody Support and Compliance Division, Privacy and Diversity Office, U.S. Department of Homeland Security, U.S. Customs and Border Protection.

**People needing reasonable accommodations
should contact Cristina Bartolomei, 202-482-8183.**

Sponsored by the Federal Triangle Partnership:

**U.S. Department of Commerce, U.S. Environmental Protection
Agency, U.S. Agency for International Development, U.S. Customs
and Border Protection.**

(b)(6);(b)(7)(C)

Subject: Field Retention Meeting
Location: USBP Conference Room (b)(7)(C)

Start: Mon 3/13/2017 8:00 AM
End: Mon 3/13/2017 9:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

HUFFMAN, BENJAMINE C

Optional Attendees: CHAVEZ, GLORIA I; HULL, AARON A

Please forward as appropriate. Thank you.

(b)(6);(b)(7)(C)

Subject: Final Acq Strategy Review
Location: NP (b) (7)(E) PIN: (b) (7)(E)

Start: Wed 3/1/2017 12:30 PM
End: Wed 3/1/2017 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6), (b) (7)(C)

Required Attendees: BORKOWSKI, MARK S; (b) (6), (b) (7)(C) .;
(b) (6), (b) (7)(C) HUFFMAN, BENJAMINE C; PROVOST, CARLA
(USBP)

(b)(6);(b)(7)(C)

Subject: Final Pre-brief, FYs 17 & 18 budget rollout briefing for appropriations staff next week
Location: RRB, Commissioner's Large Conference Room

Start: Tue 3/21/2017 2:00 PM
End: Tue 3/21/2017 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b) (6), (b) (7)(C)

Required Attendees: ALLES, RANDOLPH D; (b) (6), (b) (7)(C)
COMMISSIONER SCHEDULER; (b) (6), (b) (7)(C)
KARISCH, RODOLFO; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP);
BORKOWSKI, MARK S; Owen, Todd C (AC OFO); WAGNER, JOHN P; (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) KOLBE, KATHRYN; (b) (6), (b) (7)(C); CAINE, JEFFREY; (b) (6), (b) (7)(C)

FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

Dial-in: (b) (7)(E)

Moderator Code: (b) (7)(E)

Participant Code: (b) (7)(E)

(b)(6);(b)(7)(C)

Subject: FW: B2 VTC with MIA
Location: VTC: Conf Rm (b)(7)(C)
Start: Thu 3/2/2017 9:00 AM
End: Thu 3/2/2017 10:00 AM
Recurrence: (none)
Meeting Status: Accepted
Organizer: USBP CONFERENCE ROOM (b)(7)(E)

-----Original Appointment-----

From: USBP CONFERENCE ROOM (b)(7)(E)

Sent: Thursday, February 23, 2017 7:34 AM

To: USBP CONFERENCE ROOM (b)(7)(E) (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: B2 VTC with MIA

When: Thursday, March 02, 2017 10:00 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: VTC: Conf Rm (b)(7)(C)

Miami Sector Border Patrol operations overview and staffing requirements brief for B2. Presented by MIP leadership.

POC (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: FW: DHS DCOS Reporting (CBP) Pre-Meeting
Location: RRB, Room 4.2e

Start: Wed 3/15/2017 11:30 AM
End: Wed 3/15/2017 12:00 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: PEREZ, ROBERT E

-----Original Appointment-----

From: (b) (6), (b) (7)(C) On Behalf Of PEREZ, ROBERT E

Sent: Friday, March 10, 2017 9:29 AM

To: PEREZ, ROBERT E; VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C); KOUMANS, MARK; YOUNG, EDWARD E; Owen, Todd C (AC OFO); (b) (6), (b) (7)(C) CHAVEZ, GLORIA I; LEY, JENNIFER E.;

(b) (6), (b) (7)(C)

Subject: DHS DCOS Reporting (CBP) Pre-Meeting

When: Wednesday, March 15, 2017 12:30 PM-1:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: RRB, Room 4.2e

To brainstorm before the DHS meeting Wednesday.

<<HSOC Update-1 – Request Quick Turn Please (Due Fri 10 March) – HSOC Follow-Up Actions -- DHS DCOS Reporting Task>>

(b)(6);(b)(7)(C)

From:

(b)(6);(b)(7)(C)

Sent:

Wednesday, March 8, 2017 9:42 AM

To:

(b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP);
(b) (6), (b) (7)(C) Owen, Todd C (AC OFO); (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) YOUNG, EDWARD E; (b) (6), (b) (7)(C)
PEREZ, ROBERT E; (b) (6), (b) (7)(C)

Cc:

NOC.SWO.Restricted; SBS-All; (b) (6), (b) (7)(C) NOC-Director; (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject:

HSOC Update-1 – Request Quick Turn Please (Due Fri 10 March) – HSOC Follow-Up
Actions -- DHS DCOS Reporting Task

(b) (7)(E)

(b) (7) (E)

Thank you for your time and cooperation.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Deputy Director

Office of Operations Coordination (OPS)

Department of Homeland Security

Office (b)(6);(b)(7)(C)

Cell (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject:

(b) (6), (b) (7)(C)

Start:

Wed 3/29/2017 6:00 PM

End:

Wed 3/29/2017 6:30 PM

Recurrence:

(none)

Meeting Status:

Accepted

Organizer:

(b) (6)

(b) (6), (b) (7)(C)

Tue, Mar 29, 2017 4:00 PM - 5:00 PM MST

Please join my meeting from your computer, tablet or smartphone.

(b) (7)(E)

You can also dial in using your phone.

United States: (b) (7)(E)

Access Code: (b) (7)(E)

(b) (6), (b) (7)(C)

(b) (6)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject:

(b) (6), (b) (7)(C)

Start:

Wed 3/8/2017 6:00 PM

End:

Wed 3/8/2017 7:00 PM

Show Time As:

Tentative

Recurrence:

(none)

Meeting Status:

Not yet responded

Organizer:

(b) (6)

(b) (6), (b) (7)(C)

Tue, Mar 7, 2017 5:00 PM - 6:00 PM MST

Please join my meeting from your computer, tablet or smartphone.

(b) (7)(E)

You can also dial in using your phone.

United States: (b) (7)(E)

Access Code: (b) (7)(E)

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject:
Location:

(b)(6);(b)(7)(C)

Start: Fri 3/17/2017 1:30 PM
End: Fri 3/17/2017 3:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

Categories: Blue Category

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: Hiring IPT
Location: RRB 3.5F - Large Conference Room

Start: Wed 3/22/2017 2:30 PM
End: Wed 3/22/2017 3:30 PM

Recurrence: Weekly
Recurrence Pattern: every Wednesday from 1:00 PM to 2:00 PM

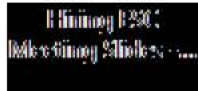
Meeting Status: Accepted

Organizer: KOLBE, KATHRYN

Required Attendees: VITIELLO, RONALD D (USBP); PEREZ, ROBERT E; YOUNG, EDWARD E; Owen, Todd C (AC
OFO); JACKSTA, LINDA L (AC HRM); KARISCH, RODOLFO; (b) (6), (b) (7)(C);
DCC10A-RMB-RRB35F; (b) (6), (b) (7)(C)
PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

*****Slides Attached*****





Agenda Items

- | | |
|----|------------------------------------------------|
| 1. | Action Items and Status |
| 2. | Review Hiring ESC Topics Chart |
| 3. | Status of CBP “Ban the Box” Waiver |
| 4. | Recommendations from Hiring IPT/Advisory Board |

Hiring ESC Meeting – 3/23/17

Hiring ESC Action Items

#	Received Date	Office	Action Items	ECD Completion Date
1.	3/2/17	HRM	Updates to Job Announcement including: 1. Reflection of overtime compensation included in average annual pay and; 2. Reflect reciprocity of applicants with federal polygraphs	3/15/17 Completed
2.	3/2/17	OCA	DHS Clearance on Polygraph Waiver Legislative Language	Closed
3.	3/2/17	OPR	Talking Points on Polygraph Waiver Language	Pending OPR
4.	3/2/17	HRM/ OFO/USBP	Deep dive scheduled with C1 for the operational components to discuss mobility and incentive plans	3/28/17
5.	3/9/17	HRM	Draft Memo from C1 to operational components directing the development of a lateral reassignment policy overseen at the HQ level	3/21/17
6.	3/16/17	HRM/OF	Legislative Proposal requesting CBP be granted the GSA lump sum relocation authority	Pending Draft Language from the Office of Finance
7.	3/16/17	HRM/OCC OCA	Pursue legislative proposal requesting 6c coverage for OFO	Imminent

Hiring ESC Decisions From 3/9/17

#	Action Items	Decision Date
1.	Discussed Lateral Reassignment and Re-Promotion Policy: <ul style="list-style-type: none">• Memo from C1 to operational components directing the development of a lateral reassignment policy overseen at the headquarters level• Operational component to write and publish lateral reassignment policy• No action will be taken at this time regarding re-promotion	<ul style="list-style-type: none">• 3/9/17

Hiring ESC Meeting – 3/23/17



Hiring IPT Action Items from 3/8/17

#	Received Date	Office	Action Items	ECD Completion Date
1.	3/8/17	AMO	Update AMO JOA with salary range to reflect LEAP	3/15/17 Completed
2.	3/8/17	Finance	Add legislative proposal GSA Waiver to Federal Travel Regulation. CFO has waiver from GSA for VRP lump sum approval	3/28/17
3.	3/8/17	HRM/LER	Research OFO and USBP to bargaining implications of VRP	3/22/17
4.	3/8/17	HRM/HROPP	Determine next steps for Dual recruitment regarding CBP Enhanced Regulation	Due to DHS 3/23/17

Hiring IPT Action Items from 3/16/17 – Meeting Cancelled

Hiring ESC Topics – 3/23/17



Critical Path Items		Status/Next Steps
Entrance Exam Goal: Increase the applicant yield rate	Develop Computer Adaptive Testing (CAT) for Logical Reasoning Test (LRT)	Pending funding. Draft requirements for contractor support RFP (3/28/17)
	Eliminate the Artificial Language Test (ALT) and Spanish Language Proficiency Test (SLPT)	Scheduled a Joint Meeting with DHS,OPM,CBP to discuss the Qualification Standards (3/21/17)
Polygraph Goal: Streamline the polygraph exam process	Polygraph findings in ISMS to facilitate Reciprocity	DHS-CSO to provide additional information on discussions with other DHS agencies (4/15/17)
	Expand Polygraph Waiver	Pending OCA final language to incorporate into appropriation bill (4/30/17)
	Polygraph Exam Modifications	Pilot the TES-C polygraph exam program (4/30/17)
Fitness Goal: Increase total applicant EODs	Make PFT2 non-adjudicative for USBP	Memo for C1 signature at ESC meeting (3/16/17); Implementation (4/30/17)
	Remove PFT2 for OFO	Memo for C1 signature at ESC meeting (3/16/17)
Recruitment Goal: Increase the number of applicants who apply and successfully complete the hiring process	Recruiter Training	Developing recruiter curriculum (4/15/17); Training for recruiters is pending funding
	Applicant Care Pilot	Launching Applicant Care Pilot in Boston, Chicago, and Laredo (5/1/17)
	Recruiting and Marketing Strategy to Increase Data Analytics Capabilities	Pending funding for full implementation (Awaiting FY18)
	Pursue "Headhunter" Contract and Re-compete TIMG Contract	Reviewing and analyzing the 33 responses received (4/7/17)
	Mobile App Deployment	Pending deployment (Soft Launch 4/3/17)
	Pathways for Frontline Recruitment	HROPP will facilitate another meeting with (USBP, OFO, AMO and OTD) to discuss the draft implementation plan. (3/28/17)
Incentives and Mobility Goal: Increase new hires and improve retention	Recruitment, Retention, Relocation (3Rs) Incentive Program	Draft Material from OFO & USBP Expected 3/24; Deep Dive meeting scheduled with C1 (3/28/17)
	Mobility Program	Draft Material from OFO & USBP Expected 3/24; Deep Dive meeting scheduled with C1 (3/28/17)

Actions/Decisions Needed	
CBP C1/C2	<ul style="list-style-type: none"> Signature needed on Memo approving PFT2 changes for OFO and USBP Schedule meeting with (A) Director Homan to discuss hiring strategies.
DHS	<ul style="list-style-type: none"> Qualification Standards memo for removal of ALT/SLPT for BPAs (Sent 3/1/17) DHS-CSO Policy on Polygraph Reciprocity Prioritize mobile app fire wall opening (SPID Request) GS-1896 Qualifications Standard Adjustment (ALT/SLPT) (Expected 3/17/17) Direct Hire Authority Request for GS-1895/1896 and AMO (Expected 3/17/17)
OPM	
Components	<ul style="list-style-type: none"> Increase voluntary moves Strategic Incentive/Staffing Plan (including Mobility)

Financial Outlook		
<ul style="list-style-type: none"> Pending FY17 Budget Amendment Request 160 positions to support implementation of EO FY18 Pass back outlook is not positive FY19 RAP discussions underway among LOB4 offices 		
	HRM Funding Requested	HRM Funding Received
FY17	\$ 34,272,000	\$ 0 (Pending)
FY18	\$ 137,091,000	\$ 0 (Pending)

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Project Update – Entrance Exam 3/23/17

	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Launch At-home Candidate Experience Record	<ul style="list-style-type: none"> HRM developed business rules for implementing the change HRM developed communications for applicants. HRM did quality assurance of the CER in the testing platform Vendor (OPM) completed re-programming testing platform to enable this change to the assessment process Implemented in March announcements 	<ul style="list-style-type: none"> Evaluate Results in May <p>Impact: This change will reduce applicant burden by allowing applicants to take part of the Entrance Exam at home or some other convenient location. This reduces the amount of time that applicants spend at a test center. By reducing applicant burden, CBP expects to increase the schedule and show rates for the proctored portion of the exam, thereby increasing the yield rate.</p>	<ul style="list-style-type: none"> 5/31/17 	
Develop Computer Adaptive Testing (CAT) for BPA and CBPO Entrance Exam	<ul style="list-style-type: none"> Prepared a level of effort and funding request to develop and implement CAT. The funding request was included in CBP's budget request to Congress so PRAD is awaiting funding before proceeding with development of test questions 	<ul style="list-style-type: none"> HRM is developing the requirements for a RFP should funding be available for contractor support to develop test items <p>Impact: The CAT method of administering test questions will reduce the testing time for most applicants. This reduction in applicant burden may increase schedule rates and show rates during the Entrance Exam phase of the hiring process.</p>	<ul style="list-style-type: none"> 3/28/17 	<ul style="list-style-type: none"> HRM's request for five FTE of contractor support was submitted to Congress for approval in the FY17 request

Point of Contact: (b)(6);(b)(7)(C)

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Project Update – Entrance Exam 3/23/17

	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Eliminate Artificial Language Test and Spanish Language Proficiency Test from the BPA Entrance Exam	<ul style="list-style-type: none">• HRM had discussions with vendor (OPM) on implementation of change in the testing platform• Reprogramming the testing platform will take 8 weeks. The new exam will be implemented with the first announcement to open after re-programming is complete• HRM completed a request to change the OPM Qualification Standards for the GS-1896 position to remove the language testing requirement and routed the request to DHS on March 1, 2017• Sent Qualification Standards for the GS-1896 to DHS for review in March 3, 2017	<ul style="list-style-type: none">• DHS request, and meet with OPM to discuss to change	<ul style="list-style-type: none">• 3/17/17	<ul style="list-style-type: none">• DHS and OPM must approve the change to the qualification standards before this change to the exam can be implemented• OPM has final decision authority on changes to the qualification standard
		<ul style="list-style-type: none">• OPM will review request and make determination	<ul style="list-style-type: none">• 3/31/17	
		<ul style="list-style-type: none">• Vendor (OPM) will re-program the testing platform to remove these tests	<ul style="list-style-type: none">• 6/1/17	
		Impact: Removing the ALT and SLPT is expected to increase the pass rate for the BPA Entrance Exam from 60% to 67.5%, with a yield rate of 35%.		

Point of Contact: (b)(6);(b)(7)(C)

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Project Update – Polygraph 3/23/17



	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Polygraph Reciprocity	<ul style="list-style-type: none"> C1 approved CBP Pre-employment Reciprocity Directive on November 7, 2016 Language on current JOA's Approved 1 for full reciprocity and 3 for partial reciprocity 	<ul style="list-style-type: none"> Working with DHS-CSO in getting cooperation for sharing of polygraph results within current ISMS (DHS BI database) <p>Impact: Some applicants apply to multiple LEO agencies.</p>	<ul style="list-style-type: none"> 4/15/17 	<ul style="list-style-type: none"> DHS-CSO report back on discussions with other DHS agencies
Expand Polygraph Waiver Authority	<ul style="list-style-type: none"> National Defense Authorization Act for FY17 signed by President Dec. 23, 2016 - CBP polygraph waiver granted for current military and vets with TS/SCI (approved 10 so far) Language written for 3 additional groups for waiver (State & Local Police Officers with polygraph; Current Federal LEO's; Military/Vets with/eligible for Secret or above) Received language for the 3 waivers in February 27, 2017 Polygraph Waiver language approved by C1 language on March 3, 2017 	<ul style="list-style-type: none"> OCA for final language <p>Impact: Polygraph has the lowest yield rate in hiring process.</p>	<ul style="list-style-type: none"> 5/1/17 	<ul style="list-style-type: none"> OCA for final language Submission to Congress legislative approval



Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Polygraph 3/23/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Polygraph Exam Modifications	<ul style="list-style-type: none">Received National Center for Credibility Assessment approval on new format, Test for Espionage & Sabotage-Corruption (TES-C)Received C1 approval for 6 month pilot	<ul style="list-style-type: none">CAD developing new policies, SOP's	<ul style="list-style-type: none">3/31/17	<ul style="list-style-type: none">AC OPR
		<ul style="list-style-type: none">Internal training of examiners	<ul style="list-style-type: none">4/15/17	
		<ul style="list-style-type: none">Begin testing with TES-C for the 6 month pilot	<ul style="list-style-type: none">4/30/17	
		<ul style="list-style-type: none">Complete review of pilot	<ul style="list-style-type: none">11/30/17	
		Impact: Polygraph has the lowest yield rate in hiring process.		



Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Fitness 3/23/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Make PFT2 non-adjudicative for USBP	<ul style="list-style-type: none"> PFT-2 test site analysis completed. Identified OFO testing locations and volume of testing completed at these locations Announcement analysis completed. PFT-2 assessment changes can be implemented with announcement 17-3 Memo Drafted to C1 and sent on 3/15/17 	<ul style="list-style-type: none"> Identify and meet with OTD POCs Begin implementation of plan to increase PFT-2 testing locations-dependent on OFO decision 	<ul style="list-style-type: none"> 3/27/17 3/27/17 	<ul style="list-style-type: none"> C1 signature of memo: Hiring Changes to Achieve Increased Frontline Hiring Requirements: PFT-2 USBP proposal to supplement PFT-2 locations to ensure continued testing locations Identify OTD POCs
		<ul style="list-style-type: none"> Impact: By implementing a non-adjudicative PFT-2 requirement CBP expects to increase the number individuals entering on duty. Currently ten percent of applicants are removed from the final stages of the hiring process for failing to pass the PFT-2. 		

Point of Contact:



(b)(6);(b)(7)(C)

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Project Update – Fitness 3/23/17





	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Next Steps	ECD Date	
Remove PFT2 for OFO	<ul style="list-style-type: none"> PFT-2 test site analysis completed. Identified OFO testing locations and volume of testing completed at these locations Announcement analysis completed. PFT-2 assessment changes can be implemented with announcement 17-3 Pre-Academy Fitness Program implemented in 2009 to reduce Academy attrition related to trainee physical fitness level. The introduction of the PFT-2 eliminated the need to continue the program Memo Drafted to C1 and sent on 3/15/17 	<ul style="list-style-type: none"> Identify and meet with OTD POCs 	<ul style="list-style-type: none"> 3/27/17 	<ul style="list-style-type: none"> C1 signature of memo: Hiring Changes to Achieve Increased Frontline Hiring Requirements: PFT-2 Identify OTD POCs OFO position on the continuation of PFT-2 administration for USBP
		<p>Impact: By implementing a non-adjudicative PFT-2 requirement CBP expects to increase the number individuals entering on duty. Currently six percent of applicants are removed from the final stages of the hiring process for failing to pass the PFT-2.</p>		

Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Recruitment 3/23/17

	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
National Recruiter Training	<ul style="list-style-type: none"> Launched Desire 2 Learn recruiter 101 training to serve as a stop gap until the National Recruiter Training is complete. Currently have over 144 recruiters trained. Conducted meetings with OTD detailing curriculum requirements Conducted site visits with OTD to discuss inputs needed to develop curriculum 	<ul style="list-style-type: none"> Developing recruiter manual to serve as an input into the curriculum 	• 3/31/17	<ul style="list-style-type: none"> Office of Budget needs to provide funding to fully execute this requirement. NFRC submitted a request for \$6.6 M in the FY18 RAP to support full deployment of training to 1,800 recruiters. If funding is constrained, NFRC estimates that \$2.2M is needed to support train-the-trainer courses
		<ul style="list-style-type: none"> Developing outline of curriculum <p>Impact: Full implementation of CBP's National Recruiter Training program will enable CBP's 1,826 recruiters to receive proper training to on CBP's hiring process, how to effectively sell CBP as an employer-of-choice, and how to communicate effectively with the public. CBP anticipates that improving the quality of recruiters will improve the quality of applicants entering the hiring pipeline, applicant experience, and reduce the applicant attrition rate.</p>	• 4/30/17	
Special Emphasis Recruiter Training	<ul style="list-style-type: none"> Developed first draft of Special Emphasis Recruiter Training (SERT) 	<ul style="list-style-type: none"> Conducting interviews with potential 90 SERT recruiters 	• 3/31/17	<ul style="list-style-type: none"> NFRC has embedded the cost of SERT training funds into the cost to execute the National Recruiter Training. No additional funding is needed at this time
		<ul style="list-style-type: none"> Confirm SERT recruiter selections <p>Impact: CBP will have a cadre of 50 SERT recruiters strictly dedicated to military and diversity recruitment with the goal of increasing the number of applications compared to FY16.</p>	• 3/31/17	

Point of Contact:



(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/23/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
Agency Wide Recruitment Survey	<ul style="list-style-type: none">Completed stakeholder meetings to obtain scope of surveyDeveloped draft survey questionnairePresented draft survey to HRM LeadershipFinalized survey questionnaire on 3/3/17Communicated recruitment survey for Privacy and Diversity Office 3/17/17	<ul style="list-style-type: none">Revising recruitment survey based on feedback from PRAD	<ul style="list-style-type: none">3/24/17	<ul style="list-style-type: none">Privacy and Diversity Office, bargaining union, and component leadership need to review survey questionnaire
		<ul style="list-style-type: none">Coordinating with PRAD, SP&C, and HRM Leadership to execute pre-survey communication plan	<ul style="list-style-type: none">3/31/17	
		<p><i>Note: Survey deployment date is TBD pending revisions to the survey questionnaire.</i></p> <p>Impact: This survey will provide behavioral, branding, and recruitment experience insight from CBP's current cadre of over 40,000 officers and agents to inform the development of an applicant profile and the Agency's messaging strategy.</p>		
Salesforce Recruitment Event and Engagement Tool Pilot Expansion	<ul style="list-style-type: none">Developed Salesforce Recruitment Event TrackerPiloted tool in El Paso 12/15/16121 leads, with 20 leads successfully applyingPiloted additional features in Salesforce to allow for recruiters to have their own logins and assigned leads 3/17/17	<ul style="list-style-type: none">Pilot tool in Miami, Laredo and Texas Veterans Commission	<ul style="list-style-type: none">4/30/17	
		<p>Impact: Recruiters using Sales force will be able to capture contact information of interested candidates and track applicant interactions throughout the hiring lifecycle with the goal of reducing applicant attrition rate by as much as 25%.</p>		

Point of Contact:



(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/23/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
Applicant Care Pilot	<ul style="list-style-type: none">Conducted meeting with OFO's Field Programs and MHC to discuss applicant care pilot requirements	<ul style="list-style-type: none">Coordinating logistics to host pilot in Boston, Chicago, and Laredo	<ul style="list-style-type: none">3/31/17	
		<ul style="list-style-type: none">Establish applicant care system process	<ul style="list-style-type: none">3/31/17	
		Impact: The applicant care pilot will help retain applicants who desire to drop out of the hiring process due to fatigue and disinterest. When we combine Sales Force technology with Applicant Care, we anticipate reduction in overall applicant attrition by 25%.		
Recruiting and Marketing Strategy	<ul style="list-style-type: none">Completed technical assessment of CBP's digital media presenceDeveloped digital media strategyDeveloped digital media road mapDeveloped CBP's Linked In Page	<ul style="list-style-type: none">Coordinating with Strategic Partnerships and Communications (SP&C) and OPA to develop recruiter messaging material for Twitter and Instagram (Recurring)	<ul style="list-style-type: none">9/30/17	<ul style="list-style-type: none">Office of Budget needs to provide funding to fully execute the digital media strategy. NFRC submitted a request for \$30M as part of the FY18 RAP. NFRC currently does not have adequate staffing resources to develop the processes, governance, messaging strategy, and measurement tools to properly execute
		<ul style="list-style-type: none">Awaiting funding to fully execute Recruiting and Marketing strategy	<ul style="list-style-type: none">9/30/17	
		Impact: The Recruiting and Marketing strategy will allow CBP to utilize digital media platforms to serve as cost effective recruitment tools that will generate an increase of applications, when compared to FY16.		

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Point of Contact:



(b) (6), (b) (7)(C)

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Project Update – Recruitment 3/23/17



	Accomplishments <i>What we have done</i> 	Key Activities Underway <i>What we are doing</i>		Pending Decisions 
		Activity	ECD Date	
Pathways for Frontline Recruitment	<ul style="list-style-type: none"> On 3/14, HROPP facilitated the first of several meetings with USBP, OFO, AMO, and OTD to discuss the draft implementation plan. The following program offices were represented: AMO, OFO, and HRM (HROPP, NFRC, PRAD, and BPS). There were no representatives from USBP and OTD. The kick-off meeting resulted in: Agreement that use of the Recent Graduate and Internship Programs are the best hiring options under the Pathways Programs for this initiative. Agreement that targeting the Explorers student pool should be the first phase of the broader talent acquisition strategy for this initiative. Agreement that the Recent Graduate Program under Pathways Programs should be differentiated from the Recent Graduate applicants under the Competitive Process. 	<ul style="list-style-type: none"> Next Working Group 	<ul style="list-style-type: none"> 3/28/17 	<ul style="list-style-type: none"> Working Group members discussed major points but need to flush out key sticking points on several topics. Including: Internship Program, Recent Graduate Program, Background Investigations, Training Plan and Increased Capacity They will obtain input from colleagues in their respective program offices and provide responses to HRM by March 24, 2017
		<ul style="list-style-type: none"> Pilot Pathways Program 	<ul style="list-style-type: none"> 7/01/17 	
		Impact: The Pathways Program will increase the number of applicants to frontline positions through long-term recruitment strategies.		

Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Policy 3/23/17



	Accomplishments <i>What we have done</i>	Key Activities Underway <i>What we are doing</i>		Pending Decisions
		Next Steps	ECD Date	
Policy/Legislative Initiative Priorities & Timing	<ul style="list-style-type: none"> HRM assessment of impact, timing and proposed priority completed & briefed to Advisory Board Obtained Advisory Board Approval (3/14/17) 	<ul style="list-style-type: none"> Develop Project Plan w/timelines 	<ul style="list-style-type: none"> 3/23/17 	
		Impact: Establishes integrated priorities, actions and timelines.		
Hiring & Appointing Flexibilities	<ul style="list-style-type: none"> Adjustment to BPA Qualifications Standard submitted to DHS BPA/CBPO Direct Hire Authority request submitted to DHS AMO Direct Hire Authority request submitted to DHS 	<ul style="list-style-type: none"> DHS to discuss Direct Hire Authority Requests with OPM 	<ul style="list-style-type: none"> 3/17/17 	<ul style="list-style-type: none"> Expect OPM will provide projected response date
		<ul style="list-style-type: none"> OPM scheduled meeting to discuss Qualifications Standards 	<ul style="list-style-type: none"> 3/21/17 	
		Impact: Increased Hiring Authority for Mission Critical Occupations (may provide slight reduction in selections).		

Point of Contact:

(b)(6);(b)(7)(C)

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Project Update – Policy 3/23/17



	Accomplishments <i>What we have done</i> ✓	Key Activities Underway <i>What we are doing</i>		Pending Decisions ⚠
		Next Steps	ECD Date	
Recruitment, Retention and Relocation Incentives and Programs	<ul style="list-style-type: none"> Identified scope of existing authorities and flexibilities (broad) Informed and educated USBP on existing authorities and flexibilities on March 7, 2017 	<ul style="list-style-type: none"> Develop comprehensive RRR plan (including costing) 	<ul style="list-style-type: none"> 3/31/17 	<ul style="list-style-type: none"> USBP & HRM collaboration on strategic plan OFO & HRM collaboration on strategic plan
		<ul style="list-style-type: none"> Inform and educate USBP on existing authorities 	<ul style="list-style-type: none"> 3/28/17 	
		Impact: Maximizes impact of incentive use.		
Legislative Initiatives	<ul style="list-style-type: none"> 2017 Call: Proposals developed and coordinated with OCC <ul style="list-style-type: none"> Submitted to OCA (thru AC HRM, EAC ES, and OF) 3/13/17 NDAAs Amendments: Drafts provided to DHS for consideration 	<ul style="list-style-type: none"> DHS OGC review and comment 	<ul style="list-style-type: none"> 3/17/17 	
		Impact: Enhanced HRM flexibilities in support of hiring goals.		

Point of Contact:

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: HOLD- Lithuanian Visit

Start: Tue 3/28/2017 12:00 PM

End: Tue 3/28/2017 12:30 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)



Užklausos Užrašai
Apyskaita

Užklausos
Organizavimas ir ...

(b)(6);(b)(7)(C)

From:

(b)(6);(b)(7)(C)

Sent:

Friday, March 24, 2017 1:46 PM

To:

OFO-FIELD LIAISON;

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject:

Lithuania Visit Agenda

Follow Up Flag:

Follow up

Flag Status:

Flagged

Good afternoon all –

Below is the agenda for the upcoming Lithuania visit. Please review it and let me know if you have any questions...thanks everyone for providing you their info.

Let me know if you would like to have a final call regarding this visit, if so we can work to make that happen. If I have missed anyone please share as needed.

Have a great weekend!

Tuesday, March 28

CBP Headquarters – 1300 Pennsylvania Avenue, NW Washington, DC 20229

CBP Treaty Room

Between 1:00pm – 5:00pm

1-115 Executive Meet and Greet

- EAC Robert Perez (tentative)
- Deputy Chief of Border Patrol Karla Provost
- Deputy Assistant Commissioner (b)(6);(b)(7)(C)

Conduct standard 101 briefings by

115-200 AMO (b)(6);(b)(7)(C)
200-245 OFO
245 - 330 OBP
330 – 415 (b)(7)(E) – TBD

Escort (tentative)

(b)(6)

IVP

(b)(6)

RRB 8th Floor

Washington, DC

Escort needed. (b)(6);(b)(7)(C) has offered herself or her PC, (b)(6);(b)(7)(C), please confirm this.

Thursday, March 30

Air and Marine Operations Center (AMOC) (b)(7)(E), March Air Reserve Base, CA
Between 8am – 12pm

Confirmed

ESCORT/POC:

(b)(6)

AMOC Director

(b)(6)

1355 Customs Way, Bldg 605

March ARB, CA 92518

0800	Arrive at AMOC
0810-0830	Meet and Greet with (b)(6);(b)(7)(C)
0830-0930	AMOC 101 (b)(6);(b)(7)(C)
0930-1030	Operations Floor tour (b)(6)
1030-1200	Follow up Questions, if needed
1200	Depart AMOC

Friday, March 31

U.S. Border Patrol Blaine Sector – 2410 Nature's Path Way, Blaine, WA
Between 9:00am – 12:00pm

Confirmed

POC/ESCORT: (b)(6);(b)(7)(C)

Assistant Chief Patrol Agent

U.S. Border Patrol

Blaine Sector Headquarters

(b)(6);(b)(7)(C) (Desk)

(b)(6);(b)(7)(C) (Cell)

(b)(6);(b)(7)(C)

10:30 Lithuanian Officials arrive at Blaine Sector HQ via AMO helicopter

10:30-10:35 (A)CPA (b)(6);(b)(7)(C) greets the Lithuanian officials and gives opening remarks

10:35-11:45 Blaine Border Patrol Sector Headquarters operational briefing

- CBP / BLW 101 presentation
- Overview of Blaine Sector area of responsibility
- Sample (b)(7)(E)
- POC: BLW PAO (b)(6);(b)(7)(C)

11:45-12:00 Travel to (b)(6);(b)(7)(C) Diner (PAO (b)(6);(b)(7)(C))

12:00-12:50 Lunch at (b)(6);(b)(7)(C) Diner with SOS (b)(6);(b)(7)(C) and SBPA (b)(6);(b)(7)(C)

12:50-12:55 Travel to Peace Arch State Park (b)(6);(b)(7)(C) - PAO (b)(6);(b)(7)(C)

12:55-1:10 Border Area orientation of Peace Arch State Park

- Briefing by Blaine Station PAIC/DPAIC
- Challenges/uniqueness of Peace Arch State Park

1:10-1:30 Blaine Station tour (Blaine Station PAIC/DPAIC)

1:30-2:00 Border line tour to the (b) (7)(E) . (or as far as time permits) and return to HQ

2:00 Arrive at Sector HQ

- Final questions and closing remarks

April 3rd

Bellingham Air & Marine Branch – (b) (7)(E)

Confirmed

Escort/POC:

(b) (6), (b) (7)(C)

Aviation Enforcement Agent

CBP Air & Marine Operations

Bellingham Air & Marine Branch

(b) (7)(E)

Office: (b)(6);(b)(7)(C)

Cell: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

0800: Visitors arrive at BAMB.

0800-0900: Facility Tour, AMO 101 Brief.

0900-1030: Aerial Tour, Land at Blaine USBP Sector for hand-off to USBP.

(b)(6);(b)(7)(C)

Branch Chief

International Technical Assistance Division - Int. Program Branch

Office of International Affairs

U.S. Customs & Border Protection

Phone – (b)(6);(b)(7)(C)

Cell – (b)(6);(b)(7)(C)

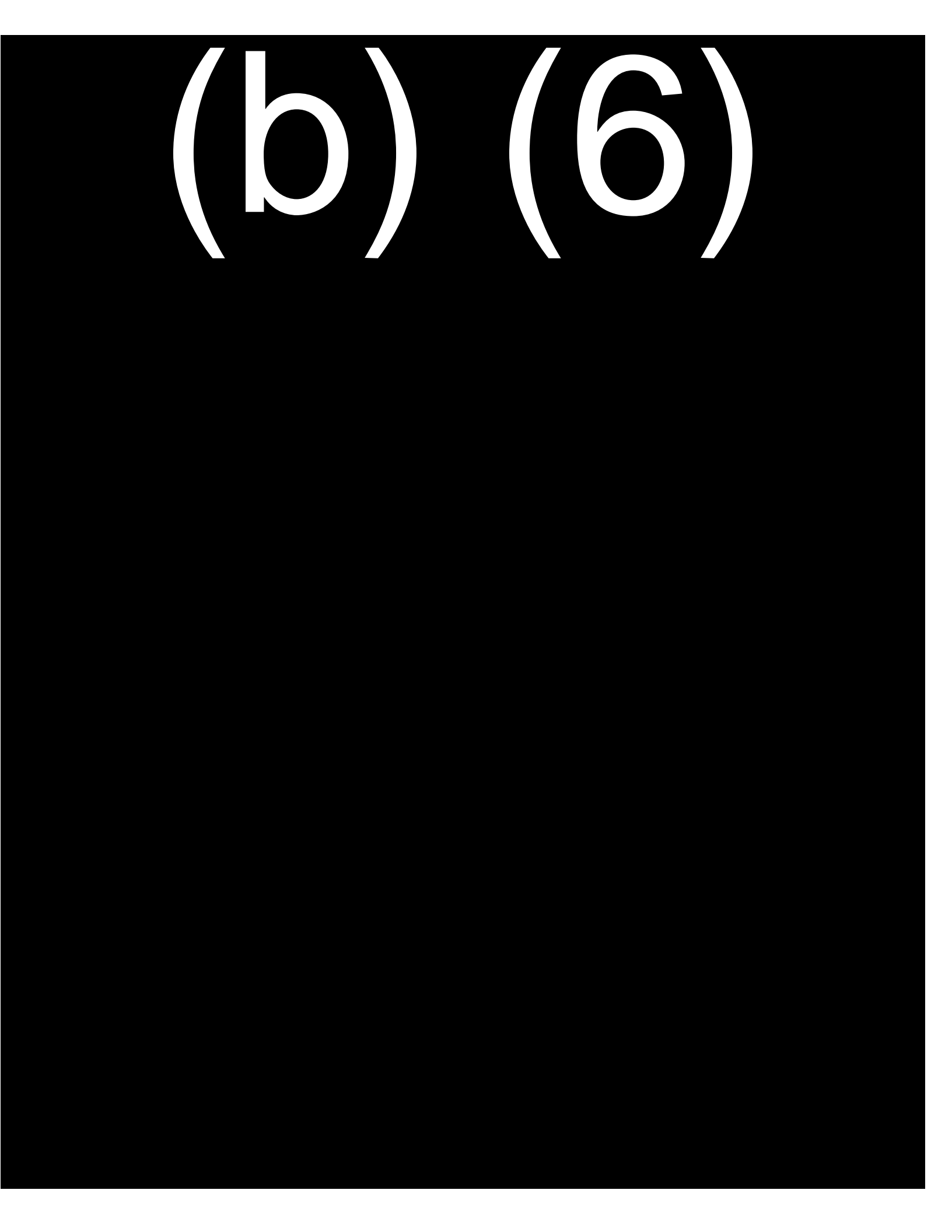
Fax – (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)



U.S. Customs and
Border Protection

(b) (6)



(b)(6);(b)(7)(C)

Subject: HOLD- Meeting w/ Matt Klein

Start: Tue 3/28/2017 8:00 AM

End: Tue 3/28/2017 8:30 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: HOLD-Womens Month Potluck and Speech

Location: 1717 H Street

Start: Mon 3/27/2017 10:00 AM

End: Mon 3/27/2017 11:30 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Human Capital Study FY18 Priority Recommendations

Location: USBP Conference RM (b)(6);(b)(7)(C)

Start: Tue 3/28/2017 2:00 PM

End: Tue 3/28/2017 2:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: USBP HQ Adjutants; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Top three (3) Human Capital Study FY18 priorities briefing to B1-B3 and the Deputies.

(b)(6);(b)(7)(C)

Subject: Interview DAC OPR
Location: RRB, Room 8.3A, poc for interview room is (b)(6);(b)(7)(C)
Start: Fri 3/10/2017 2:00 PM
End: Fri 3/10/2017 3:30 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: EXSER
Required Attendees: KARISCH, RODOLFO; KOUMANS, MARK; PROVOST, CARLA (USBP)

Amended invite now includes the room # of interview – RRB, 8.3A

(b)(6);(b)(7)(C)

Subject: Interview DAC OPR
Location: A phone interview. Interviewers call (b) (7)(E)
Start: Wed 3/8/2017 2:30 PM
End: Wed 3/8/2017 4:00 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: EXSER
Required Attendees: KARISCH, RODOLFO; KOUMANS, MARK; PROVOST, CARLA (USBP)

Amended to show that this is a phone interview.

Interviewers call (b) (7)(E)

(b)(6);(b)(7)(C)

Subject: Interview DAC OPR
Location: RRB, 8.3A - (b)(6);(b)(7)(C) at OPR is poc (b)(6);(b)(7)(C)

Start: Mon 3/13/2017 2:45 PM
End: Mon 3/13/2017 4:15 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: EXSER

Required Attendees: KARISCH, RODOLFO; KOUMANS, MARK; PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Amended to show new time

(b)(6);(b)(7)(C)

Subject: Interview for DAC OPR
Location: RRB, 8.3A - (b)(6);(b)(7)(C) at OPR is poc (b)(6);(b)(7)(C)
Start: Wed 3/8/2017 1:00 PM
End: Wed 3/8/2017 2:30 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: EXSER
Required Attendees: KARISCH, RODOLFO; PROVOST, CARLA (USBP); KOUMANS, MARK

Amended to show interview room

(b)(6);(b)(7)(C)

Subject: JRC and Operational Requirements
Location: 6.5E/USBP Conference Room (b)

Start: Thu 3/9/2017 9:00 AM
End: Thu 3/9/2017 9:30 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: VITIELLO, RONALD D (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) PEREZ, ROBERT E;
BORKOWSKI, MARK S; (b) (6), (b) (7)(C)

Please forward as appropriate. Thanks.

(b)(6);(b)(7)(C)

Subject:

(b) (7)(E) Briefing

Location:

USBP CONFERENCE ROOM (b)

Start:

Mon 3/20/2017 1:00 PM

End:

Mon 3/20/2017 2:00 PM

Show Time As:

Tentative

Recurrence:

(none)

Meeting Status:

Not yet responded

Organizer:

HULL, AARON A

Required Attendees:

VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP);

HUFFMAN, BENJAMINE C; CHAVEZ, GLORIA I;

(b) (6), (b) (7)(C)

;

(b)(6);(b)(7)(C)

(b) (7)(E) Director

(b)(6);(b)(7)(C)

Chief of Operations, have offered to brief Border Patrol leadership with the briefing given to C1 on Friday. Please forward as appropriate.

(b)(6);(b)(7)(C)

Subject: LRT Facilities Pre-Brief
Location: Conference Room (b)
Start: Wed 3/8/2017 8:00 AM
End: Wed 3/8/2017 9:00 AM
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: HOOVER, CRINLEY S

Slides Attached

<<Current State of Laredo Facilities (b) (7)(E) v1A.PPTX>>

Purpose: To Pre-Brief XD (b)(6);(b)(7)(C) over Laredo Sector Facilities before Friday's meeting.

Intent: Informational

Read-Aheads: TBD

POC:

(b)(6);(b)(7)(C)

Operations Officer

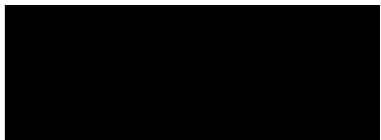
Adjutant to Executive Director C. Scott Hoover Mission Readiness Operations Directorate U.S. Border Patrol c.

(b)(6);(b)(7)(C) o. (b)(6);(b)(7)(C)

(b) (7)(E)



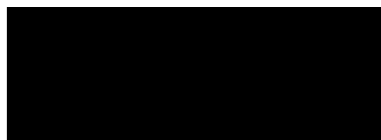
(b) (7)(E)



(b) (7)(E)

(b) (7)(E)

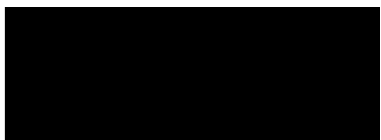
(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)

(b)(6);(b)(7)(C)

Subject: Lunch

Start: Wed 3/29/2017 11:00 AM

End: Wed 3/29/2017 12:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject:

Location:

(b)(6);(b)(7)(C)

Start:

Fri 3/17/2017 9:00 AM

End:

Fri 3/17/2017 11:00 AM

Recurrence:

(none)

Meeting Status:

Meeting organizer

Organizer:

PROVOST, CARLA (USBP)

Categories:

Blue Category

(b)(6);(b)(7)(C)

Subject:

Location:

(b)(6);(b)(7)(C)

Start:

Mon 3/6/2017 2:00 PM

End:

Mon 3/6/2017 3:30 PM

Recurrence:

(none)

Organizer:

PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C)
Location: RRB 6.5B (b)(7)(E) B2s Office

Start: Thu 3/23/2017 12:00 PM
End: Thu 3/23/2017 12:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

Deputy Chief Provost will meet with Office of Acquisition CoS (b)(6);(b)(7)(C).

(b)(6);(b)(7)(C)

Subject: Meet W/ (b) (6) for Coffee
Location: RRB Food Court

Start: Wed 3/29/2017 6:45 AM
End: Wed 3/29/2017 7:15 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

Deputy Provost will meet with (b) (6) from Mitre.org in the RRB Food Court.

(b)(6);(b)(7)(C)

Operations Officer

Adjutant to Carla Provost

Deputy Chief, U.S. Border Patrol

U.S. Border Patrol Headquarters

O: (b)(6);(b)(7)(C) M (b)(6);(b)(7)(C)

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(b)(6);(b)(7)(C)

Subject: Meet W/Commander (b)(6);(b)(7)(C)
Location: B2s Office

Start: Tue 3/21/2017 8:30 AM
End: Tue 3/21/2017 9:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C); HOOVER, CRINLEY S; (b) (6), (b) (7)(C)
(b)(6);(b)(7)(C)

Optional Attendees:

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) would like to meet for 10-15 minutes and provide Recruitment documents.

(b)(6);(b)(7)(C)

Subject: Meet with (b)(6);(b)(7)(C)

Start: Wed 3/8/2017 12:00 PM

End: Wed 3/8/2017 12:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject:

(b) (6), (b) (7)(C)

Start:

Thu 3/16/2017 3:30 PM

End:

Thu 3/16/2017 4:30 PM

Recurrence:

(none)

Organizer:

PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C) - Purse and Boots Speech
Location: B2s Office

Start: Wed 3/1/2017 11:30 AM
End: Wed 3/1/2017 12:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C)
Location: RRB 6.5E-25 B2s Office

Start: Fri 3/24/2017 1:30 PM
End: Fri 3/24/2017 2:00 PM

Recurrence: (none)

Organizer: VITIELLO, RONALD D (USBP)

Deputy Provost will meet with Division Manager (b) (6), (b) (7)(C) to discuss the USDA Graduate School Executive Potential Program (EPP).



Re: Response to
Requesting

(b) (6), (b) (7)(C)

Operations Officer

Adjutant to Carla Provost

Deputy Chief, U.S. Border Patrol

U.S. Border Patrol Headquarters

O: (b) (6), (b) (7)(C) M: (202) (b) (6), (b) (7)(C)

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(b)(6);(b)(7)(C)

From: (b) (6), (b) (7)(C)
Sent: Friday, March 17, 2017 11:18 AM
To: (b) (6), (b) (7)(C)
Subject: Re: Request for Meeting

Follow Up Flag: Follow Up
Flag Status: Flagged

In person is ideal, but with our schedules I completely understand if that option isn't available. Thanks in advance for your help.

R/

(b) (6), (b) (7)(C)

(b) (6)
Division Manager, OFS/FED
Room (b)(6);(b)(7)(C)
C (b)(6);(b)(7)(C)
M (b)(6);(b)(7)(C)
From: (b)(6);(b)(7)(C)
Sent: Friday, March 17, 2017 11:37 AM
To: (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Request for Meeting

Good morning sir,

Seeing as we are out of town I will review her schedule and get back to you on Monday or Tuesday on possible dates/times. Did you want to speak with her over the phone or in person?

Sent from iPhone

(b)(6);(b)(7)(C)
Operations Officer
Adjutant to Carla Provost
Deputy Chief, U.S. Border Patrol
U.S. Border Patrol Headquarters
Mobile: (b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Friday, March 17, 2017 7:37:29 AM
To: (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)

Subject: RE: Request for Meeting

(b) (6)

I would love to speak with you. I myself graduated from the EPP so I am familiar with the process. I'm out of the office today and am traveling next week but maybe we can chat during my trip. I'm copying (b)(6);(b)(7)(C) to see if he can help schedule a time that works for both of us. I look forward to soeaking with you.

Carla

From: (b) (6), (b) (7)(C)
Sent: Friday, March 17, 2017 7:06:25 AM
To: PROVOST, CARLA (USBP)
Cc: (b) (6), (b) (7)(C)
Subject: Request for Meeting

Good morning Ms. Provost,

(b) (6) referred me to you regarding a possible opportunity.

A few months ago, I was accepted into the USDA Graduate School Executive Potential Program(EPP). This is a one year program that requires me to submit 20+ deliverables. 2 of those deliverables require me to engage Senior executives like yourself that model exemplary leadership. If your schedule permits, I would really appreciate the chance to speak with you.

My contact information is below. I look forward to hearing from you.

Respectfully,

(b) (6), (b) (7)(C)
Division Manager, OFS/FED
Bureau of Engraving and Printing
Room (b) (6), (b) (7)(C) 14th and C Streets, S.W.
Washington, DC 20228
(O) (b)(6);(b)(7)(C)
(M) (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C)

Subject: Meeting w Provost
Location: RRB 4.4B - AMH office

Start: Wed 3/22/2017 2:00 PM
End: Wed 3/22/2017 2:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Meeting w/ (b)(6);(b)(7)(C)
Location: B2 office

Start: Fri 3/3/2017 2:00 PM
End: Fri 3/3/2017 2:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)
Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Meeting w/ (b)(6);(b)(7)(C)
Location: 6.5E-25

Start: Wed 3/22/2017 1:30 PM
End: Wed 3/22/2017 2:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Misconduct Transparency Initiative

Location: Teaming Area

Start: Tue 3/21/2017 9:00 AM

End: Tue 3/21/2017 9:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Please forward as appropriate.

(b)(6);(b)(7)(C)

Subject: *NEW END TIME* Meeting with Law Enforcement Stakeholders

Location: (b) (7)(E)

Start: Thu 3/30/2017 12:00 PM

End: Thu 3/30/2017 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: S2 Internal; BriefingStaffA; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST,
CARLA (USBP); (b) (6), (b) (7)(C)

Attendees: (b)(6);(b)(7)(C)

Carla Provost

(b) (6), (b) (7)(C)

External Attendees:

Principals:

(b) (6), Chief, Montgomery County (MD) Police Department (President, Major Cities Chiefs Association)
(b) (6), Sheriff, St. Charles Parish (LA) Sheriff's Office (President, National Sheriffs' Association)
(b) (6) Sheriff, Yavapai County (AZ) Sheriff's Office (President, Western State Sheriffs' Association)
(b) (6) Sheriff, Val Verde County (TX) Sheriff's Office (Chairman, Southwestern Border Sheriff's Coalition)
(b) (6) Sheriff, Yavapai County (AZ) Sheriff's Office (Chairman, Texas Border Sheriff's Coalition)
(b) (6) Sheriff, Cochise County (AZ) Sheriff's Office (Chair, NSA Immigration Committee)
(b) (6) Sheriff, Hennepin County (MN) Sheriff's Office (Chair, NSA Homeland Security Committee)
(b) (6) Sheriff, Los Angeles County (CA) Sheriff's Department
(b) (6) Sheriff, Las Vegas (NV) Metropolitan Police Department
(b) (6) Sheriff, Bristol County (MA) Sheriff's Office
(b) (6) Sheriff, Pinellas County (FL) Sheriff's Office
(b) (6) Sheriff, Presidio County (TX) Sheriff's Office
(b) (6) Sheriff, Hudseph County (TX) Sheriff's Office
(b) (6) Chief of Police, Albuquerque (NM) Police Department
(b) (6) Executive Director, Major County Sheriffs' Association
(b) (6) Executive Director, Major Cities Chiefs Association
(b) (6) Director of Advocacy, International Association of Chiefs of Police
(b) (6) Director of Outreach, International Association of Chiefs of Police

Association Staff:

(b) (6) Director of Government Affairs, National Sheriffs' Association

(b) (6) Director of Government Affairs, Major County Sheriffs' Association
(b) (6) Government Affairs Representative, Major Cities Chiefs Association
(b) (6) Manager for Legislative and Media Affairs, International Association of Chiefs of Police

Re: Meeting with Law Enforcement Stakeholders

BM: Yes

POC:

(b) (6)

Background:

(b) (7)(E)

(b)(6);(b)(7)(C)

Subject: *new time*ARB/Wall Program
Location: (b) (7)(E)

Start: Mon 3/20/2017 11:00 AM
End: Mon 3/20/2017 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: OUSM Scheduler

Required Attendees: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) Standing ARB Members; MCALEENAN, KEVIN K; ALLES, RANDOLPH D;
(b)(6);(b)(7)(C) LANDFRIED, PHIL A; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST,
CARLA (USBP) (b)(6);(b)(7)(C)
Optional Attendees: (b)(6);(b)(7)(C)

PLEASE DO NOT FORWARD THIS INVITATION.

Recipients of forwarded invites will not receive updates.

Please send surrogate and / or additional meeting attendee requests to (b) (6)

Briefing Memo: Yes

OUSM Scheduler: (b) (6)

Logistical Information: (b) (7)(E)

Attendees / Participants:

(b) (6) Acting Deputy Secretary and Deputy Under Secretary for Management & Chief Financial
Executive Director, PARM
Deputy Director, PARM
Director, Acquisition Operations Division, PARM
Component Lead Acquisition Analyst, PARM
PARM ARB Scheduler
Standing Pre-ARB Distribution

Acquisition Board CBP Attendees:

Kevin McAleenan Acting Commissioner
Randolph Alles Executive Assistant Commissioner
(b) (6), (b) (7)(C) Component Acquisition Executive
Phil Landfried Acting Chief Information Officer
(b) (6), (b) (7)(C) Head Contracting Authority

(b) (6), (b) (7)(C)	Chief Financial Office
Ronald Vitiello	Chief, Border Patrol
(b) (6), (b) (7)(C)	Program Manager
(b) (6), (b) (7)(C)	FM&E
(b) (6), (b) (7)(C)	CAE Staff
(b) (6), (b) (7)(C)	FM&E
(b) (6), (b) (7)(C)	Lead Technical Authority

And others deemed necessary by those listed above

INVITE CREATED: 9 FEB – (b) (6), (b) (7)(E)
(b) (6), (b) (7)(E) changed location from Conference Room (b) (7)(E) to Conference Room (b) (7)(E) on 2/23
Resched (b) (6), (b) (7)(E) 3/15
Time change (b) (6), (b) (7)(E) 3/16

(b) (6), (b) (7)(C)

Subject: Office Extend and Equipment Introduction.

Location: 6.5B (b) (7)(C)

Start: Fri 3/10/2017 11:00 AM

End: Fri 3/10/2017 11:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: VITIELLO, RONALD D (USBP)

Required Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

Subject: OFFSITE at ATC for QQ and TTC guest speaker

Location: Harpers Ferry, WV

Start: Thu 3/16/2017 12:00 AM

End: Fri 3/17/2017 12:00 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

Subject: OMB prep call
Location: B2's office

Start: Thu 3/2/2017 2:00 PM
End: Thu 3/2/2017 3:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: HOOVER, CRINLEY S

Required Attendees: HUFFMAN, BENJAMINE C; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: (b) (7)(E) Part 2
Location: Teaming Area

Start: Tue 3/28/2017 9:30 AM
End: Tue 3/28/2017 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

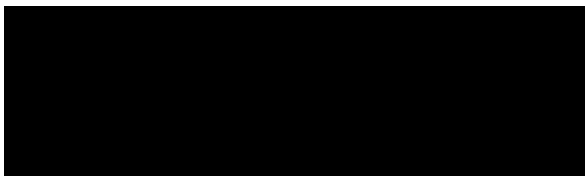
Organizer: (b) (6), (b) (7)(C)

< (b) (7)(E) Framework Part II FINAL, March 27, 2017.pptx>>

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)

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(b) (7)(E)



(b) (7)(E)

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(b) (7)(E)



(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)



U.S. Customs and
Border Protection

March 27, 2017

BACKUP SLIDES

Operational Control (Legislative and Executive)

Secure Fence Act

...the Secretary of Homeland Security shall take all actions the Secretary determines necessary and appropriate to **achieve and maintain operational control** over the entire international land and maritime borders of the United States...

Executive Order: Border Security and Immigration Enforcement Improvements

The Secretary shall immediately take the following steps **to obtain complete operational control**, as determined by the Secretary, of the Southern Border...

Operational Control (as defined by Secure Fence Act)

The prevention of all unlawful entries into the United States, including entries by terrorists, other unlawful aliens, instruments of terrorism, narcotics, and other contraband.



U.S. Customs and
Border Protection

Border Security vs. Operational Control

Border Security



- Trade & Travel
- Immigration Enforcement
- **Intelligence**



- Visa issuance
- Travel documents
- Drug kingpin classification



- Unaccompanied children's services



- Executive Office of Immigration Review (EOIR)
- Case prosecution

Operational Control

The prevention of all **unlawful entries** into the United States, including entries by terrorists, other unlawful aliens, instruments of terrorism, narcotics, and other contraband.



(b) (7)(E)



U.S. Customs and
Border Protection

USBP Historical Strategic Development

- 2004 BP Strategy was resource-based. ... USBP acquired what was needed to achieve mission success. (b) (7)(E) was achieved only through a proper density of resources. (Personnel, Technology and Infrastructure)
- 2012-2016 BP Strategic Plan was a risk-based approach ... as USBP gained (b) (7)(E) in urban and high-flow areas along the border with Mexico, threats began to migrate to increasingly rural and remote areas, making it necessary for the USBP to apply Information, Integration, and Rapid Response to promote a low-risk border.
- The next BP strategy should connect the evolution of these two documents and considers the recent Executive Order.
- Resources that are emphasized in the Executive Order have operational impact, especially from a tactical level, and also could be used as an assurance and messaging tool to the American public that the Southern Border is secure.

(b) (7)(E)

Executive Order

Border Security and Immigration Enforcement Improvements

The requirements of the Executive Order include:

- (d) Produce a comprehensive study of the security of the southern border, to be completed within 180 days of this order, that shall include the current state of Southern Border security, all geophysical and topographical aspects of the Southern Border, the availability of Federal and state resources necessary to achieve complete operational control of the southern border, and a strategy to obtain and maintain complete operational control of the Southern Border.

DHS

CBP
USBP

The Bottom Line

- Border Security and (b) (7)(E) should not be synonymous – border security requires a whole-of-government approach.
- If the terms are not synonymous, CBP/USBP should be responsible for a strategy to obtain and maintain (b) (7)(E) of jurisdictional borders.

(b)(6);(b)(7)(C)

Subject: Operation Update
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 3/7/2017 1:30 PM
End: Tue 3/7/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER
Required Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Phone call

Start: Thu 3/2/2017 1:00 PM
End: Thu 3/2/2017 1:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: LUCK, SCOTT A (USBP)
Required Attendees: (b) (6), (b) (7)(C) PROVOST, CARLA (USBP)

Importance: High

Chief (b) (6), (b) (7)(C)

Please call Deputy Provost at (b)(6);(b)(7)(C) for this call.

Thank you

(b) (6), (b) (7)(C)

Subject: ***Postponed***Prep: Sen. Cornyn Briefing

Location: (b) (7)(E) PIN: (b) (7)(E)

Start: Fri 3/17/2017 12:00 AM

End: Sat 3/18/2017 12:00 AM

Show Time As: Free

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: MCALEENAN, KEVIN K

Required Attendees: LOWRY, KIM M; PADILLA, MANUEL JR; (b) (6), (b) (7)(C) PROVOST, CARLA (USBP);
VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C);
FLANAGAN, PATRICK S; ALLES, RANDOLPH D; HULL, AARON A



Manny/ (b) (6), (b) (7)(C)

I hope you all are well. On Monday, Senator Cornyn will be receiving a classified briefing from DHS and DoD as a result of his trip to the border in February. The C1 will be representing CBP at the briefing. I have attached background for the briefing on Monday.

It is my understanding that what sparked the Senator's interest is the briefing Manny presented during the visit (b) (6), (b) (7)(C) will reply all to this email and attach the briefing, thank you (b) (6), (b) (7)(C). Also, I understand that (b) (6), (b) (7)(C) had very helpful conversations with the Senator when he visited Del Rio. The C1 would like to have a call (we would like to target tomorrow) with the both of you to 1. Review the briefing Manny presented, with key points presented and also discuss what issues/questions the Senator brought up during the briefing; 2. Discuss any other relevant issues that came up during discussions with the Senator during the trip. Chief Vitiello will also participate in the discussion.

I have cc'd (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) from the front office as they will be point on scheduling a call for tomorrow.

If you have any questions, please don't hesitate to ask.

If you would like to discuss further, I am available.

Thank you

Kim

BRIEFING FOR SENATOR JOHN CORNYN
DHS-DoD COOPERATION – SOUTHWEST BORDER (SWB)
MONDAY, 20 MARCH, 2017 (0930-1030)

- Scope: Senator Cornyn has requested a joint DHS-DoD briefing on:
 - o DHS-CBP-DoD cooperation on border security.
 - o Military-to-military cooperation between the U.S. and Mexico.
- Specific Questions/Interests:
 - o How are DHS and DoD cooperating on the SWB? How can they cooperate more effectively?
 - o What shared lessons have DHS, CBP, and DoD learned on the SWB? What are the unique issues and challenges?
 - o Based on those lessons learned, how have we incorporated new resources, technology, TTP, and processes to adapt?
 - o In what ways is DoD cooperating with its military counterparts in Mexico?
 - o What are the latest developments with the Merida Initiative?
 - o What is our layered defense for border security?
 - o How can DHS, CBP, and DoD increase air support on the SWB?
 - o How do we get "(b) (7)(E)" back on track?
 - o Where are the "(b) (7)(E)"?
 - o Very interested in getting more aerostats and aircraft on the border
 - o What do DHS, CBP, and DoD need to do now that they're not already doing?
 - o What are the existing authorities?
 - o What new authorities do we need?
 - o Geographically, principal area of interest is South Texas.
- Briefers:
 - o DHS
 - (b) (6), (b) (7)(C) – Senior Advisor to OSD and Joint Staff
 - Kevin McAleenan – Acting Commissioner, CBP
 - (b) (6), (b) (7)(C) – *Principal Director, Americas (to back-bench and address Merida/Mexican engagement questions if they arise)*
 - o DoD/OSD-Policy
 - (b) (6), (b) (7)(C) – Deputy Assistant Secretary, Homeland Defense and Global Security
 - (b) (6), (b) (7)(C) – Deputy Assistant Secretary, Western Hemisphere Affairs
 - (b) (6), (b) (7)(C) – Deputy Assistant Secretary, Counter-Narcotics and Global Threats

(b) (6), (b) (7)(C)

Subject: Pre-brief, FYs 17 & 18 Budget Rollout Briefing for Appropriations Staff
Location: RRB, the Commissioner's Large C/R; call-in info below

Start: Mon 3/20/2017 3:00 PM
End: Mon 3/20/2017 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: LOWRY, KIM M

Required Attendees: JACKSTA, LINDA L (AC HRM); KARISCH, RODOLFO; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); BORKOWSKI, MARK S; Owen, Todd C (AC OFO); WAGNER, JOHN P; (b) (6), (b) (7)(C); KOLBE, KATHRYN; (b) (6), (b) (7)(C); CAINE, JEFFREY; (b) (6), (b) (7)(C);

FLANAGAN, PATRICK S;

(b) (6), (b) (7)(C)

ALLES, RANDOLPH D;

(b) (6), (b) (7)(C)

Optional Attendees:

(b) (6), (b) (7)(C)

Dial-in: (b) (7)(E)

Moderator Code: (b) (7)(E)

Participant Code: (b) (7)(E)



Compendium 2...

From: LOWRY, KIM M

Sent: Thursday, March 16, 2017 5:13 PM

To: JACKSTA, LINDA L (AC HRM); (b) (6), (b) (7)(C); KARISCH, RODOLFO; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C); BORKOWSKI, MARK S; (b) (6), (b) (7)(C); Owen, Todd C (AC OFO); (b) (6), (b) (7)(C); WAGNER, JOHN P; (b) (6), (b) (7)(C);

Cc: KOLBE, KATHRYN; JEFFREY;

(b) (6), (b) (7)(C); (b) (6), (b) (7)(C);

CAINE,

(b) (6), (b) (7)(C)

FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

; LOWRY, KIM M

(b) (6), (b) (7)(C)

Subject: FYs 17 & 18 budget rollout briefing for appropriations staff next week

Importance: High

All,

Thank you and your staff for participating in our coordination call yesterday. I would like to provide the below overview of the path forward on the Budget briefing with Appropriators. Let me know if you are good with this way forward and to confirm your briefer. Thank you, (b) (6), (b) (7)(C)

Topics: The briefing will officially be for the FY2017 Budget Amendment, however we will be prepared to speak to the interrelatedness of reprogramming and the FY 2018 Blueprint. CBP requested a two-part briefing: one hour focused on the requests related to wall, technology, tactical infrastructure, and surge; and one hour focused on ongoing efforts related to improving the hiring process.

Participants: As of right now, we are expecting a joint briefing with HAC and SAC staff. DHS will attend but ICE will brief their request separately. Briefers will switch out for the two one-hour briefs based on the topic; OF and OCA will remain throughout and OF will provide the overall budget information at the beginning of the briefing. For the briefing itself, we recommend the following briefers:

- Wall/Tech/TI
 - Chief Vitiello
 - (b) (6), (b) (7)(C)
 - (b) (6), (b) (7)(C)
 - Mark Borkowski
- Surge
 - (b) (6), (b) (7)(C)
- Hiring
 - Linda Jacksta
 - Rudy Karisch

Briefing Content: OF is leading the compilation of a consolidated CBP briefing deck. I have attached an initial outline of the briefing deck framework. The Congressional Justification will be the foundation, but the Hill will expect CBP to provide new content in the brief that goes into greater depth and detail than what they have already seen. The addition of maps, tables, graphics and timelines will be key to justifying how these resources will be strategically deployed to maximize effective operations. (b) (6), (b) (7)(C) in OCA and (b) (6), (b) (7)(C) are coordinating with the OFAM, HRM, OPR, BP and will engage with Enrique collect this content on the below timeline.

Timeline: Knowing that there is a lot of content to coalesce, we originally requested briefing times next Thursday. **We now understand that Senate staff have been asked to complete their work on the Amendment by mid-week so we are anticipating a brief Wednesday morning. It looks like the briefing will take place on Weds. Morning from 10 am to 12 pm. Based on a Wednesday briefing, the following is our prep timeline:**

- **Friday Noon:** Offices provide content for briefing
- **Friday COB:** Transmit Draft Briefing Deck to C1/C2
- **Monday Noon:** C1/C2 edits incorporated
- **Monday PM (TBD):** OCA Prep with Briefing Team
- **Tuesday AM (TBD):** Briefing Team Prep with C1/C2
- **Tuesday 2:00pm:** Final edits incorporated
- **Tuesday COB:** DHS Clearance of Final Deck
- **Wednesday (10-12):** HAC/SAC Briefing

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(b)(6);(b)(7)(C)

Subject: Prep: CBP's recruiting Efforts Media Event
Location: 4.4A Commissioner's Small Conference Room

Start: Wed 3/15/2017 1:30 PM
End: Wed 3/15/2017 2:15 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER

<<CBP Careers Media Pen and Pad March 2017-rev.doc>> <<CBP OPA Recruiting Poly stories March 13 2017.docx>>
<<C1 Talking Points _ Executive Order Hiring Initiatives .docx>>

*Additional materials to follow.

Please do not forward, if you have any questions please let me know.


(b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)
OPA POC: AC (b)(6);(b)(7)(C)
BM: Yes


Attendees:
Commissioner
Deputy Commissioner
Chief Vitiello
AC Jacksta
AC Karisch
AC (b)(6);(b)(7)(C)

**Talking Points for Acting Commissioner McAleenan
Executive Order Hiring Initiatives
March XX, 2016**

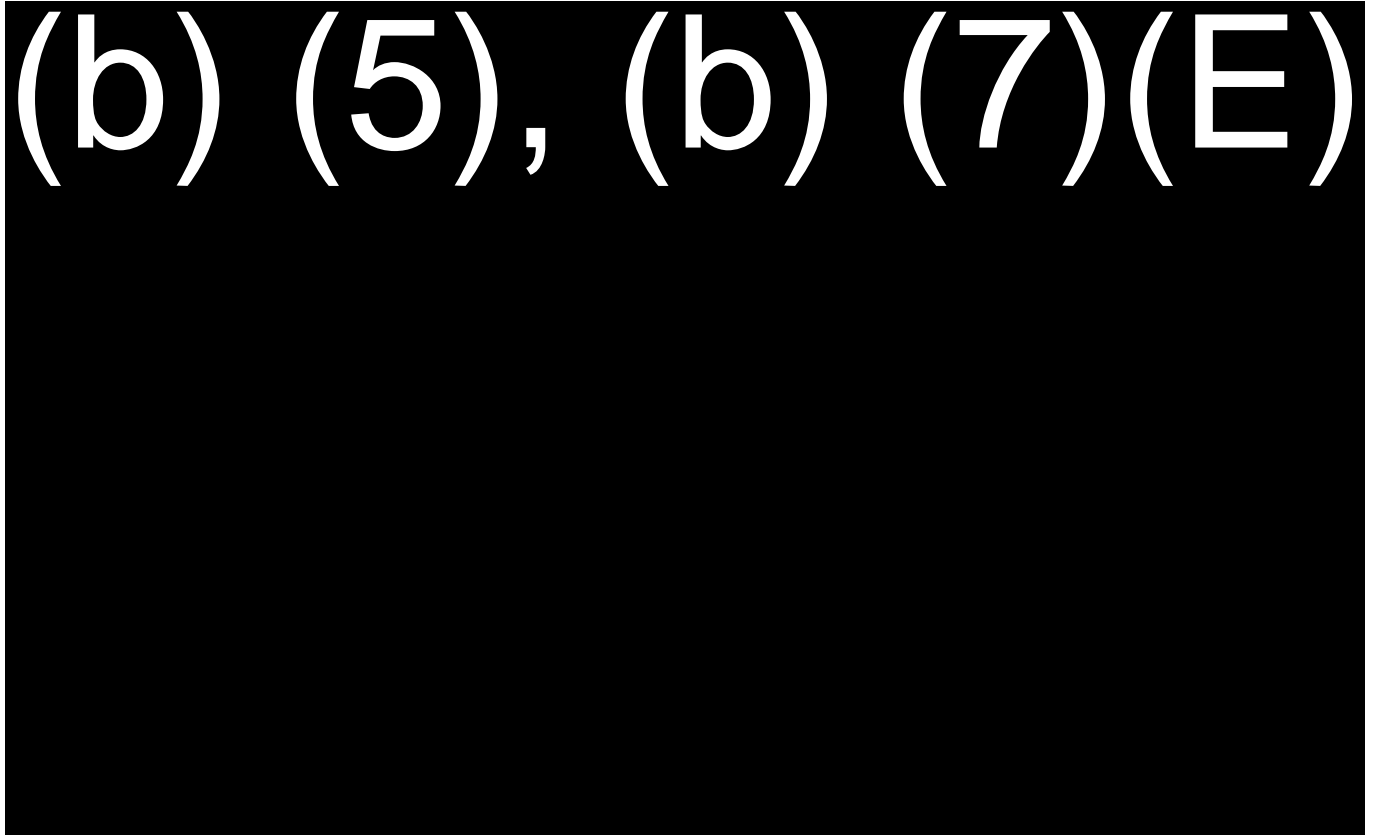
(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



~~FOR OFFICIAL USE ONLY~~

CBP Careers Media Pen and Pad
March 15, 2017
3:30 p.m. EDT
Commissioner Large Conference Room

(b) (5), (b) (7)(E)



~~FOR OFFICIAL USE ONLY~~

(b) (5)

PARTICIPANTS:

CBP

Commissioner

(b) (6), (b) (7)(C), Assistant Commissioner (Acting), Office of Public Affairs

Linda Jacksta, Assistant Commissioner, Office of Human Resources

Rudy Karisch, Assistant Commissioner (Acting), Office of Professional Responsibility

Non-CBP

TBD

Staff Responsible for Briefing Memo:

(b) (6), (b) (7)(C)

FOX NEWS

US Border Patrol struggling to find qualified hires to add to its ranks

Ray Bogan Published March 08, 2017

EL PASO, TEXAS – The U.S. Customs and Border Protection is hiring. And in huge numbers.

The agency is looking to fill about 1,200 positions for all three of its units – the Office of Field Operations, Border Patrol and Air and Marine Operations. And President Trump recently announced that in the next few years he wants to hire several thousand more agents to protect the nation's border.

But achieving that task won't be easy.

"We're already about 1,200 agents short of the congressional mandate. With the executive order to hire another 5,000 people, we can't get people to come on patrol," said Stu Harris, vice president for AFGE Local 1929, the local El Paso Border Patrol Union.

Harris said recruitment efforts are stymied by imprecise polygraph examinations and grueling work schedules. Border Patrol agents, whose starting annual salary is \$52,000 and who can make \$97,000 in their fifth year, usually spend long days and nights away from home -- workloads that some say are not conducive for retention or raising a family.

The Border Patrol hit a high of staffing in 2011, with 21,444 agents. The number of agents has dropped every year since. Last year, the agency fell below 20,000 agents for the first time since 2008, according to the agency.

CBP officials did not return phone calls from Fox News seeking comment. An agent at a hiring seminar also declined to answer questions about the agency's hiring efforts or its recruitment problems.

Critics point to polygraph tests as one reason the agency has trouble recruiting strong candidates.

U.S. border patrol agents detain two men after they entered the United States by climbing over the border wall from Mexico. (Reuters/Mike Blake)

The tests, which are mandated by law, eliminate good candidates because they are often riddled with glitches, Harris said. He said one qualified candidate failed the polygraph exam twice because of faulty machines. The candidate failed when asked if he was a drug dealer and the next time he took the test he failed when asked if he was a murderer.

“So these are the kind of errors in the reading of the polygraph results that are resulting in a failure rate of two out of every three not passing the polygraph exam,” said Harris. “We’ve had stories of candidates sitting down for six to eight hours.”

The number of Border Patrol agents failing the polygraph tests is more than double the average rate of eight law enforcement agencies, according to a recent report by Associated Press.

Even newly retired CBP Commissioner Gil Kerlikowske acknowledged recently that the polygraph failure rate was too high -- but he blamed it on the pool of candidates, not on the defective machines. He told the AP that the polygraph failure rate at the agency is at about 65 percent.

The former commissioner’s response angered some who felt it was grossly unfair.

“For him to say it’s the applicant pool is another display of his incompetence,” Harris said, “and how much he was out of touch with reality.”

Sen. Jeff Flake, R-Ariz., said not only are the polygraph test glitches posing a serious problem to the future of the agency -- but it’s also ruining the lives of many innocent people.

“I have been troubled by the personal anecdotes of questionable interrogative techniques from applicants who have failed CBP’s polygraph,” Flake told Fox News. “If the agency’s polygraph is indeed flawed, it has the potential to do long-term career damage to otherwise qualified applicants who fail.”

Union members have been working with members of Congress to try and address the high rate of polygraph failures -- in a way that ensures the best candidates are hired.

But just getting candidates to apply is another challenge.

The Border Patrol makes no secrets about the difficulties of the job. Its career website says candidates work long, rotating shifts, in hazardous conditions. Candidates must also be willing to be away from home for a month, or more, at a time.

Harris suggested the Border Patrol should offer pay incentives and the option for agents to pick where they want to go next after a tough assignment.

“We’ve got to find some way to incentivize to keep people there. So we can keep securing the border and keep people in the Border Patrol,” said Harris. “Instead of having people go to other agencies.”

Victor Manjarrez, a former Border Patrol Sector Chief for both El Paso and Tucson, said the CBP is about two years behind when it comes to filling all of its open positions.

He said pay incentives are a short-term solution. He believes the agency should attract recruits in remote areas instead of focusing on big cities.

"What we normally see is you get these young families that come out, and they're looking for good public schools, looking for things they find in bigger cities. They're not going to find them," Manjarrez said. "Why aren't we recruiting in rural areas [where] people might be more accustomed to that lifestyle?"

While the job is tough, and not for everyone, the union and recruiters believe that's exactly why veterans are especially qualified. Veterans can receive special benefits, and do not need to be younger than 37 like other candidates.

"They currently serve our country," said Adriana Carranza, a CBP recruiter, "and it's any easy transition for them to continue serving our country with our agency."

Ray Bogan is a Fox News multimedia reporter based in El Paso, Texas. Follow him on twitter: @RayBogan

Mother Jones

The Border Patrol Is Setting Itself Up to Hire Some Bad Hombres

Trump wants thousands more agents—and will lower hiring standards to get them.

By Bryan Schatz

In March 2016, for the first time ever, the Border Patrol union broke free of its "long-standing practice" of not endorsing presidential candidates in the primaries and announced its support for Donald Trump. "We will not...shy away from voicing our opinions," the union's statement read. "The lives and security of the American people are at stake." Trump responded with a promise: "I will never let them down." A year later, the love affair continues.

As part of his sweeping immigration crackdown, Trump has proposed a massive hiring spree: 5,000 Border Patrol agents and 10,000 Immigration and Customs Enforcement (ICE) agents. It's the biggest ramp-up since the mid-2000s, when the number of Customs and Border Protection agents quickly doubled as part of the huge post-9/11 security push. But hiring so many new employees so fast—some 17,000 agents over six years—meant CBP couldn't properly vet its new employees, and it led to a flood of corruption cases and allegations of excessive use of force. And now, in the face of a similar situation, former CBP employees and policy experts are sounding the alarms about Trump's new plans—and the government's ability to vet the thousands of new hires.

CBP has requested approval to ease its stringent hiring standards, which include background investigations and polygraph exams mandated by Congress in 2010.

According to leaked internal memos from Acting Commissioner Kevin McAleenan, first reported by *Foreign Policy*, CBP has requested approval to ease its stringent hiring standards, which include background investigations and polygraph exams mandated by Congress in 2010 after the misconduct allegations came to light. The polygraphs are particularly unpopular; according to a former DHS official, they were "insanely cumbersome" and a reason why the agency has trouble recruiting.

James Tomscheck, who headed CBP internal affairs during the last hiring surge, thinks that's nonsense. Calling out the polygraph exams is "nothing more than a thinly veiled effort to discredit the polygraph program to achieve hiring mandates that are unrealistic and certain to compromise the future integrity of CBP," he says. While the tests haven't eliminated corruption within the agency, Tomscheck says they have dealt it a blow.

He points to 2012, when he began requesting a scientific review of 1,000 randomly selected polygraph exams given to people after they had cleared a background investigation. More than half of them failed it, and the majority gave detailed admissions about why: Some were involved in smuggling, and others had committed felony crimes. But "the most hair-raising of it," says

Tomsheck, is that some were "infiltrators"—people who worked for criminal organizations and were told to seek employment at CBP. For Tomsheck, it confirmed what he long suspected: that background investigations weren't enough on their own. (In 2014, the agency removed Tomsheck from internal affairs. He claims, as have his supporters inside the agency, that he was pushed out for being too aggressive in going after corruption and calling for meaningful reforms.)

"If you're lowering standards, you'll have people with less education, less discipline, less sensitivity in dealing with people who are not criminals, and also some cases of human rights abuses."

Adam Isacson, the senior associate for defense oversight at the Washington Office on Latin America, says CBP is "going in the wrong direction." "If you're lowering standards, you'll have people with less education, less discipline, less sensitivity in dealing with people who are not criminals, and also some cases of human rights abuses," he says. "You may have people with, if not criminal records, then misdemeanors."

As part of last year's National Defense Authorization Act, Congress gave CBP the right to wave the polygraph test for any military veteran with a Top Secret clearance. In the internal memo leaked on Tuesday, CBP asked to expand who can skip the polygraph exams to include state, local, and federal law enforcement officers and other military veterans who have received or are eligible to receive honorable discharges.

Tomsheck thinks this is a dangerous proposal. Former military and law enforcement personnel were just as likely to fail the polygraph exams as civilians, he says, adding, "Some of the most significant corruption cases and excessive use-of-force problems were CBP officers or Border Patrol agents who had been in the military and had served in combat."

In recent years, despite what the memo calls "aggressive recruitment efforts," CBP has struggled to maintain its staffing levels. Just to avoid shrinking, it needs to hire 1,000 agents each year. According to the memo, to meet Trump's mandate, it will have to hire more than 2,700 Border Patrol agents each year for the next five years. (Last year it only managed to hire 485.) At the same time, it will be competing with ICE, which will be hiring even more new agents and offers better pay and more desirable locations than Border Patrol—on top of also not requiring polygraph exams.

Some observers say one reason CBP has struggled with maintaining its staffing levels, however, is that the agency doesn't have enough certified polygraph examiners to conduct the tests. While the 2010 Anti-Border Corruption Act mandated polygraph exams, it was never properly funded. Tomsheck argues that Border Patrol has long been opposed to the exams, and not just because they're cumbersome: He claims that the Border Patrol union leader Brandon Judd "opposed every integrity proposal" he made during his eight years at CBP. (The National Border Patrol Council did not respond to requests for comment.)

In 2012, a Government Accountability Office (GAO) report echoed Tomsheck's complaints, stating that CBP "does not have an integrity strategy." It uncovered a culture of resisting the

Office of Internal Affairs and found that the agency failed to consistently conduct monthly quality assurance reviews, hampering its ability to curb future corruption.

In an emailed statement, a CBP spokesperson said, "U.S. Customs and Border Protection will maintain our current high standards of recruiting the best America has to offer. To meet our critical hiring needs we are exploring ways to recruit individuals that the Federal government has already vetted to work in sensitive positions, such as military and federal law enforcement officers while also working to omit redundancies in the hiring process. The Anti-Border Corruption Act of 2010 mandates CBP administer polygraph examinations to all applicants for law enforcement positions with CBP. CBP will continue to abide by all statutory requirements for hiring."

On 809 complaints of alleged abuse by Border Patrol agents from 2009 to 2012, no action was taken on 97 percent of them.

Isacson argues that CBP doesn't need more agents—it just needs to place them in areas where there are too few. But, he allows, it takes incentives to do so: "One unattractive thing with Border Patrol compared to other agencies is you might end up in like Deming, New Mexico, in the middle of nowhere. The quality of life issues for the kind of pay you're getting aren't great." Or, as Tomsheck puts it, "If you're posted in Presidio, Texas, the closest thing to culture is a Walmart about an hour and a half away."

Joshua Breisblatt, a policy analyst at the American Immigration Council (AIC), sees another potential problem. In past hiring surges, "you saw a huge increase in the budget for Border Patrol and CBP, but you did not see a corresponding increase in the oversight—in the DHS civil rights and civil liberties budget, nor in the DHS inspector general's budget."

In 2014, the AIC published a report of data it acquired through Freedom of Information Act requests on 809 complaints of alleged abuse by Border Patrol agents from 2009 to 2012. It found that in 97 percent of the cases, Border Patrol noted that no action was taken on the complaints. For the longest time, Breisblatt says, internal affairs didn't even have the ability to investigate shootings done by Border Patrol agents.

Now, several years later, morale among Border Patrol agents is higher than it's been since perhaps the Bush administration. Appearing on *The O'Reilly Factor* in January, Border Patrol union president Brandon Judd said, "We feel we now have a president that we can trust and that has the political will to finally secure the border. We expect to see an awful lot of policies that have undermined border security changed in the near future."

KJZZ Fronteras Desk

Looking to Hire, Border Patrol May Soften Lie Detector Requirement


One former agent likened the test to an 'interrogation.'



By Michel Marizco, Fronteras Desk The gate at the Nogales Border Patrol Station, February 2017.


The U.S. Border Patrol is struggling to keep its ranks filled with qualified officers amid calls from President Donald Trump for thousands of new officers, and agencies may be looking to make the process swifter.

It's tough to get hired to become an agent, especially in the Border Patrol agent. And an internal Customs and Border Protection memo released earlier this week shows that the agency is looking to relax some of those hiring requirements.

For the past three years, the U.S. Border Patrol has been using recruitment videos to try to fill a gap in its ranks. It's the largest law enforcement agency in the country but is still just shy of 2,000 people. That was the case even before President Donald Trump mandated that it bring in 5,000 more.

Recruiters will make four stops from the Arizona border up to Phoenix this week alone. 

"We're the nation's sentinels. We're in the first lines. We're the first line of defense when it comes to patrolling the United States," said Vicente Paco, a spokesman for the Border Patrol's Tucson Sector.   Rejection rates are high and it takes about 200 applicants to finally fill one position, he said.

"One of the things we do, we go to job fairs. We partner up with colleges and universities to look for candidates that are within the demographic of agents that we're looking for." 

The Border Patrol also looks for military veterans and former police officers. But some agency critics have said its strict lie detector tests are part of the reason it has such a hard time filling vacancies.

We're the nation's sentinels. We're in the first lines. We're the first line of defense when it comes to patrolling the United States" - Border Patrol union vice president

Congresswoman Martha McSally told a House committee last year that decorated veterans had failed the exam, "coupled with bizarre-sounding behavior on behalf of polygraph examiners."

One former Border Patrol agent reapplied to become an agent and failed his lie detector the second time around.

'This is an interrogation'

Mark, who asked that we not use his full name because he's applying for other federal law enforcement jobs, was made a conditional salary offer of \$39,900 and told to report for basic training in Artesia New Mexico. Then he took the polygraph.

"This is an interrogation. The whole point of this is really to try and get something out of an applicant," Mark said. "If they're lying about something, it's their way to try and get them to come forward."

Already on edge, Mark was surprised when the examiner asked him if he wanted to leave early and try again, he said.

"He made it sound like it was no big deal. And he convinced me, because I was pretty hesitant to give up. So I cut it loose early and I expected some kind of email or phone call with a reschedule, which did not happen. Instead I was given the boot."

Mark shared his subsequent rejection letter with the *Fronteras Desk*. This month, he's in line for a polygraph with a new federal law enforcement job.

Customs and Border Protection officials say a 2010 anti-corruption law requires them to administer these exams. Immigration and Customs Enforcement, for example, doesn't have this restriction.

By some estimates, the polygraphs squeeze out two of every three applicants like Mark. Border Patrol union vice-president Shawn Moran said he believes there's an undisclosed quota driving the high failure rate.

"[The tests] are going anywhere from five to eight hours. Some candidates are being brought back a second day to sit in a chair," Moran said. "We had a Border Patrol agent just the other day contact us and told us that his sister, who was applying to be a Border Patrol agent, was accused of being a cartel member and that all her family members must be cartel members. And there's really no proof as to why they make these accusations."

There's also no proof they were wrong. The agency does appear to be trying to ease the application process by waiving the polygraph for applicants who have already worked in sensitive jobs, such as certain military positions.

According to a CBP memo released by the union, the agency hopes to boost its hiring numbers from 480 to more than 917, at a cost of about \$2 billion.

Washington Times

Border Patrol won't waive lie-detector test to hire new agents

By [Stephen Dinan](#) - The Washington Times - Friday, March 10, 2017

The Border Patrol won't cut corners on its standards requiring a polygraph test for new agents even as it prepares to try to hire 5,000 more people, acting Customs and Border Protection Commissioner [Kevin K. McAleenan](#) said Friday.

"CBP will not lower standards in recruiting our frontline personnel who work to protect the American people every day," he said in a statement.

His agency is trying to figure out how to hire agents quickly, without compromising the quality of people it has. The last hiring binge, at the end of the Bush administration, saw a slight relaxing of training, and caused problems as so many agents were brought on board in such a short time. The polygraph test has proved to be a particular hurdle for applicants, sinking as many as two-third of those who apply for a job with the Border Patrol, according to an Associated Press story earlier this year.

Even before the 5,000 new agents President Trump has ordered, the Border Patrol and Customs and Border Protection officers, who guard the ports of entry, are both struggling to meet their existing staffing levels.

Some 1,768 Border Patrol agent jobs and 1,046 CBP officer jobs are unfilled, according to Sens. Jeff Flake, John McCain and Ron Johnson.

The three Republicans introduced a bill Thursday that would waive the polygraph test for federal, state or local police who have been on the job for three years, have kept a clean record and have already cleared a polygraph test for their current agencies.

The new bill would also allow veterans and retiring troops to skip a new polygraph if hold a current security clearance and have passed a high-level background check for their current jobs. [Mr. McAleenan](#) said he's already considering waivers for military veterans or federal law enforcement personnel in good standing.

KPNX AZ

Border Patrol having trouble hiring

By William Pitts KPNX

TUCSON, Ariz. - U.S. Customs and Border Protection is having a hard time hiring enough people to fill its job openings as well as beefing up the agency in accordance with President Trump's mandate, officials said Thursday.

Trump has directed the agency to hire 5,000 additional agents, but CBP officials said they're having a hard enough time hiring people to replace the ones who retire or leave the agency.

"It's been challenging just because of the sheer numbers we have to fill," CBP agent Kelly Ursu said.

One issue in hiring qualified agents, officials said, is the polygraph, or lie detector test, that prospective agents have to pass in order to be hired. The federal government instituted that rule in 2010 after a hiring boost in order to clamp down on corruption in the agency.

However, the agency's acting commissioner wrote a memo suggesting the CBP explore alternative methods of the polygraph in order to boost recruitment.

Ursu said many times applicants take their polygraph before their background check, when a background check should have disqualified them already.

"We do know something is going to have to happen," Ursu said, "and it's going to take years before we see some significant results."

According to the Associated Press, two-thirds of CBP applicants fail the polygraph test.

CPB officials estimate the agency will have to hire more than 2,700 people every year for the next five years in order to meet the Trump administration's target.

VICE News

Lowering the bar to protect the border

The Border Patrol may need to lower its hiring standards to satisfy Trump

The Border Patrol may need to lower its hiring standards to satisfy Trump

By Meredith Hoffman VICE News on Mar 9, 2017

In the wake of President Donald Trump's orders to beef up immigration enforcement and seal off America's southern border, the Department of Homeland Security is reportedly scrambling to find 15,000 additional agents as quickly as possible.

And that will probably mean lowering their hiring standards.

According to Foreign Policy, a recent DHS memo leaked to the magazine revealed that the agency plans to "immediately" and "expeditiously" add 5,000 more Border Patrol agents and 10,000 more Immigration and Customs Enforcement agents. But before the additional 5,000 Border Patrol agents can be hired, DHS must first find about 1,400 agents to fill positions that are currently vacant on what is supposed to be a force of 21,000.

As experts and union members confirmed to VICE News, DHS struggles to employ and retain Border Patrol agents, who have to pass an extremely difficult lie detector test and often must work in remote, harsh environments. According to the Foreign Policy report, the DHS memo indicated the agency is considering making it easier to become an agent by omitting the polygraph test, requiring less thorough background checks, and making an entrance exam less difficult.

"The idea that they would be able to hire 5,000 additional Border Patrol agents without lowering the standards always struck me as unrealistic," said Stephen Legomsky, who served as senior counsel to DHS under President Barack Obama. "It would be a terrible idea to eliminate the [lie detector] test, but if they don't, I don't see how they could meet their hiring target."

Border Patrol agents are required to have at least a high school degree and relevant work experience. ICE Enforcement and Removal officers must have a bachelor's degree or three years of experience working in the federal government. ICE special agents, who conduct investigations, must have a bachelor's degree and at least one year of graduate-level education. (As its name suggests, the Border Patrol operates along the border; ICE operates throughout the country.)

DHS recruits for the Border Patrol extensively in the border region, using billboards, high school internship "explorer programs," and career fairs, said Todd Wilson, author of the book "Border

Patrol Nation.” In 2008, when CBP was in the midst of a nine-year push in which it doubled its staff from 10,800 agents to 21,300, CBP spent millions sponsoring a NASCAR race car.

The positions draw a wide range of applicants, including a significant number of veterans. According to figures provided by DHS, out of its 19,602 Border Patrol agents, more than 10,000 are Latino, about 8,750 are Caucasian, and the rest are a mix of other minority groups. Only about 1,000 are women.

Former Border Patrol Chief Victor Manjarrez, who now directs the Center for Law and Behavior at the University of El Paso in Texas, estimated that about seven students visit his office each week to inquire about working for DHS.

“My students who are interested often have family in some kind of law enforcement,” Manjarrez said. “They don’t want to get into the military, but they have a drive to do something of service to the community.”

The vast majority of prospective applicants never make it through the process, however. Manjarrez said that when he recruited in 2007 throughout the Midwest, his outreach efforts reached about 100,000 people — 100 of whom completed the application, 22 of whom were hired.

The polygraph is a major roadblock to hiring new agents: About 65 percent of applicants fail the test, a much higher portion than in other law enforcement polygraphs. The DHS Inspector General is currently reviewing the polygraph process, but the administration of the test has come under fire in the past for being too long and too aggressive. For Stuart Harris, vice president of the Border Patrol Union, eliminating the polygraph test altogether would be the best-case scenario.

“We’re hoping for a change so we can hire more people,” said Harris, who entered the Border Patrol in 1999. “I’m grateful to have an administration that will at least listen to what we have to say.”

The application process for both Border Patrol and ICE includes an entrance exam, which CBP Acting Commissioner Kevin McAllen has reportedly proposed making easier. Already about 85 percent of applicants pass the exam, a five-hour multiple-choice standardized test, Manjarrez said. The test features logic-based reasoning questions presenting scenarios an agent might encounter in the field, English grammar questions, and basic arithmetic. One example in an online practice test presents the following scenario:

When an illegal alien is being “removed,” the alien’s passport in U.S. Government possession is returned to the issuing government, not to the illegal alien. If the illegal alien’s departure is voluntary, the passport is allowed to be returned to the alien. The U.S. Government holds the passport of H.B., an illegal alien who must leave the country.

*From the information given above, it **CANNOT** be validly concluded that*

- A) H.B.’s departure is not voluntary if H.B.’s passport is allowed to be returned to H.B.

- B) if H.B.'s passport is not returned to the issuing government upon H.B.'s departure, then H.B. is not being removed
- C) H.B.'s departure is not voluntary unless the passport is allowed to be returned to H.B.
- D) if H.B.'s passport is not allowed to be returned to H.B., then H.B.'s departure is not voluntary
- E) if H.B. is being removed, then H.B.'s passport is to be returned to the issuing government

(The answer is A.)

Other parts of the application include an in-person interview, a medical exam, a physical fitness test, a drug test, and a background check requiring 10 non-family references. Each step is currently spaced out by a few weeks. Once applicants are accepted, they attend a 66-day Border Patrol Academy in Artesia, New Mexico and receive an additional 40 days of Spanish-language training if they're not already proficient in Spanish, according to CBP spokesperson Greg Moore. He said that the agency has created a more thorough 117-day training program that will be implemented later this year.

Moore said that CBP has created a more thorough 117-day training program that will be implemented later this year — but that plan was put in place before Trump took office. When CBP was in the midst of doubling its force in the 2000s, training was actually shortened, a move that caused concerns at the time among even agents; a National Border Patrol Council report warned in 2008 that the compressed schedule was “likely resulting in a greater number of unsuitable candidates being sent to the field.”

In 2013, the DHS Office of Inspector General found that CBP agents were using force far more often than they had in the past and did not understand when the use of force was appropriate.

“Any law enforcement agency will experience shortcomings,” said ACLU border policy strategist Brian Erickson, “if it rapidly expands the force.”

Associated Press

Border Patrol may loosen lie-detector hiring requirement

By ELLIOT SPAGAT

Mar. 8, 2017 4:20 PM EST

SAN DIEGO (AP) — The Border Patrol's parent agency would exempt many veterans and law enforcement officers from a hiring requirement to take a lie-detector test under a proposal to satisfy President Donald Trump's order to add 5,000 agents, according to a memo released by the agents' union.

The memo by Kevin McAleenan, acting Customs and Border Protection commissioner, calls the polygraph a "significant deterrent and point of failure" for applicants and a recruiting disadvantage against Immigration and Customs Enforcement, a separate agency that is responsible for deporting people settled in the U.S. ICE is under Trump's orders to hire 10,000 people, and it does not require lie detectors.

The Associated Press reported in January that about two-thirds of job applicants fail CBP's polygraph, more than double the average rate of law enforcement agencies that provided data under open-records requests. Those failures are a major reason why the Border Patrol recently fell below 20,000 agents for the first time since 2009. Many applicants have complained about being subjected to unusually long and hostile interrogations.

The undated memo lays out a plan for the agency to build a force of 26,370 agents in five years, which would deprive Trump of hitting his target during his current term.

An official who played a key role introducing the polygraph said Wednesday that the hiring plan was "a roadmap to further compromise the current and future integrity of CBP."

James Tomsheck, who was the agency's internal affairs chief from 2006 to 2014, said McAleenan "is attempting to degrade the vetting" to accommodate a political mandate.

"Ultimately this data-deprived decision will greatly reduce security at our borders," Tomsheck wrote in an email.

Any waiver of the lie-detector mandate may require congressional approval due to a 2010 law that introduced the requirement to root out corruption and misconduct after an earlier hiring surge doubled the size of the Border Patrol in eight years. McAleenan's memo is addressed to the Homeland Security Department deputy secretary for approval, suggesting that the Trump administration may not yet back the plan.

CBP officials did not immediately respond to a request for comment on Wednesday. Homeland Security Secretary John Kelly, who oversees both CBP and ICE, told reporters Tuesday in Dallas that he still thinks the polygraph is "a good idea," while acknowledging that it has hindered hiring.

The National Border Patrol Council, which represents Border Patrol agents, received the memo Tuesday and has been working closely with the agency on hiring plans, said Shawn Moran, a union vice president. He called the changes to the polygraph "a more commonsense approach" and said current failure rates are "ridiculous."

"Obviously we want to get the best candidates. We want to make sure that we have stringent background checks, but when it comes to the polygraph, that thing, I think, has been far too excessive in weeding out potentially good candidates," Moran said.

The memo said the Border Patrol gets 60,000 to 75,000 applications a year and has hired an average of 529 candidates during each of the last four years, which translates to a hiring rate of less than 1 percent. It has lost an average of 904 agents a year through attrition, lowering its workforce to 19,627 in January.

The acting commissioner estimated that the Border Patrol would need to hire 2,729 agents a year to hit Trump's target in five years, accounting for attrition.

The hiring plan at the nation's largest law enforcement agency would cost \$328 million during the fiscal year that ends Sept. 30 and \$1.9 billion the following year. McAleenan said the changes would need to take effect within six months for maximum effect.

The Border Patrol is clearly worried that ICE will poach agents to reach its own highly ambitious hiring requirements. Aside from not requiring a lie detector, McAleenan notes that ICE hires in major metropolitan areas, while Border Patrol jobs are often in remote regions far from medical care, schools and job opportunities for spouses. ICE employees are also often eligible for more overtime pay than Border Patrol agents.

ICE "will greatly hinder CBP's efforts to hire, since ICE holds the recruitment advantage in several key areas," McAleenan wrote.

The proposed waivers would exempt state and local law enforcement officers in good standing who have successfully completed a polygraph with their employers. Federal law enforcement officers who have passed certain types of background checks would also be exempt, and the number of military members and veterans who can skip the test would be expanded.

McAleenan said CBP is also considering a six-month experiment with an alternative polygraph test that takes less time to administer.

Taking a polygraph became a hiring requirement at CBP after the hiring surge led to more agents getting arrested for misconduct. A Government Accountability Office report in 2013 said the lie detectors flagged applicants who wanted the job to smuggle drugs or engage in other crimes.

A panel of law enforcement experts appointed during President Barack Obama's administration last year called CBP's polygraph "an important integrity tool" in hiring and recommended employees be periodically tested, as the FBI does. It called corruption "the Achilles' heel of border agencies."

Kelly testified in Congress last month that he did not think the Border Patrol or ICE would hit hiring targets "within the next couple of years."

"We will add to the ranks of the ICE and border protection people as fast as we can, but we will not lower standards and we will not lower training," he said.

Associated Press Writer Claudia Lauer in Dallas contributed to this report.

(b)(6);(b)(7)(C)

Subject: Prep for Media Hiring

Start: Wed 3/15/2017 12:00 PM

End: Wed 3/15/2017 1:30 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Prep for NAC meeting

Start: Thu 3/30/2017 9:00 AM

End: Thu 3/30/2017 10:00 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

Subject: Prep for Seams Brief

Start: Tue 3/7/2017 11:00 AM

End: Tue 3/7/2017 12:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)



U.S. Supreme Court
Briefing



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(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Monday, March 6, 2017 2:39 PM
To: PROVOST, CARLA (USBP)
Cc: (b)(6);(b)(7)(C)
Subject: FY19-23 seams brief
Attachments: DRAFT LOB 1 Seams Brief for FY 2019-23 RAP_06MAR17_v10pptx.pptx; SEAMS SLIDE DECK SUMMARY_06MAR17.docx

Follow Up Flag: Follow Up
Flag Status: Flagged

Good afternoon Chief – We wanted to ensure you had these slides at a decent hour in advance of your return to the office tomorrow. I have also attached a summary which we will go over in detail with you in the morning.

We have a substantial amount of additional detail, but we will keep it on the back burner upon request.

(b)(6);(b)(7)(C)

Assistant Chief

Office of Programming

(b)(6);(b)(7)(C)

FY19-23 SEAMS SLIDE DECK SUMMARY

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(b)(6);(b)(7)(C)

Subject: RAP Development "Seams" Meeting
Location: RRB, 6th Floor AMO Large Conference Room

Start: Tue 3/7/2017 1:00 PM
End: Tue 3/7/2017 4:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6), (b) (7)(C)

Required Attendees: PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

WHITTENBURG, CYNTHIA F;

(b) (6), (b) (7)(C)

OLBE, KATHRYN; WHITE, BRENDA L; (b) (6), (b) (7)(C)

; CAINE, JEFFREY; (b) (6), (b) (7)(C)

Optional Attendees: (b) (6), (b) (7)(C)

Due to FY 2018 Pass-back expected on Monday (Feb 27) and an ongoing EO drill, we must postpone our "Seams" meeting to the following week. We will adjust the ALC meetings. We anticipate DHS will slip the RAP due date from Apr 3 to a date TBD.

Thank you for your patience.

LOB Owners, Designees, and Stakeholders:

The purpose of the February 28th SEAMS meeting will be for LOB staffs to brief each LOB's respective FY 2019 – 2023 fiscal overview, including baseline, compliance with Programming Guidance, prioritized gaps, and trade-space/proposed trades, in preparation for the Resource Management Council (RMC) on March 7 and Agency Leadership Councils (ALCs) on March 10 & 17.

Analysts from the Office of Programming, noted below, will work with your staffs to develop briefing documents using a common template. Please forward this meeting invite within your LOBs as needed.

- LOB 1: (b) (6), (b) (7)(C)
- LOB 2: (b) (6), (b) (7)(C)
- LOB 3: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

From:

(b) (6), (b) (7)(C)

Sent:

Tuesday, February 14, 2017 4:00 PM

To:

(b) (6), (b) (7)(C) PROVOST, CARLA (USBP); Owen, Todd C (AC OFO);

(b) (6), (b) (7)(C) KOLBE, KATHRYN

Cc:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) YOUNG, EDWARD E; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) OFO BUDGET FORMULATION;

(b) (6), (b) (7)(C) SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) LANDFRIED, PHIL A; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject:

FY19 - FY23 Resource Allocation Plan (RAP) Kickoff

Attachments:

FY19-23 RAP Kick-Off - 2017-02-14(final).pptx

LOB Owners and Designees,

This email officially kicks off the FY 2019 – 2023 RAP. There will be no formal meeting this year, but everything you currently need to know is in this email and the attached brief. The brief includes a high-level overview of leadership touchpoints, milestones, and documents that comprise the RAP submission. We know that the proposed time table is extremely compressed, but if DHS decides to delay the deadline for the RAP submission, we will inform you immediately and adjust the schedule accordingly.

The first event is the cross-LOB or “Seams” meeting currently scheduled for February 28th. At this meeting each LOB will present their respective FY 2019 – 2023 fiscal overview, including their baseline, compliance with Programming Guidance, and prioritized gaps. Analysts from the Office of Programming have been actively working with your staffs to develop briefs for the February 28th meeting.

Following the February 28th meeting, LOB Owners will present their RAP recommendations to the Resource Management Council on March 7, as well as to the Agency Leadership Council on March 10 & 17. A complete timetable of milestones can be found on slide five in the attached brief.

If you have any questions, or if anyone would like us to schedule a meeting to discuss these general requirements, please do not hesitate to contact your respective LOB programmer, me, or (b) (6), (b) (7)(C) CBP’s Chief Programming Officer.

Respectfully,

(b) (6), (b) (7)(C)

Deputy Executive Director
Office of Programming
U.S. Customs and Border Protection

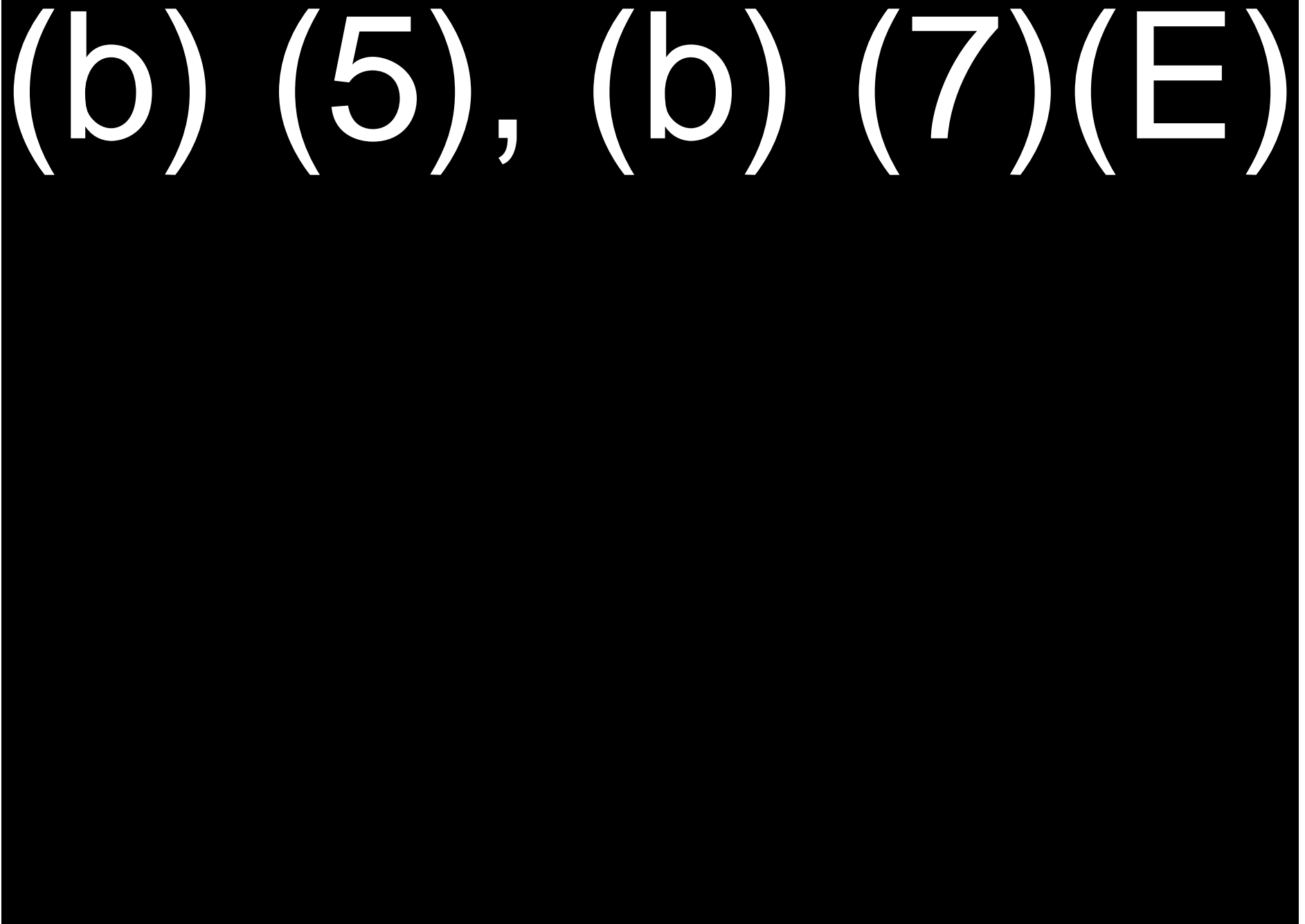
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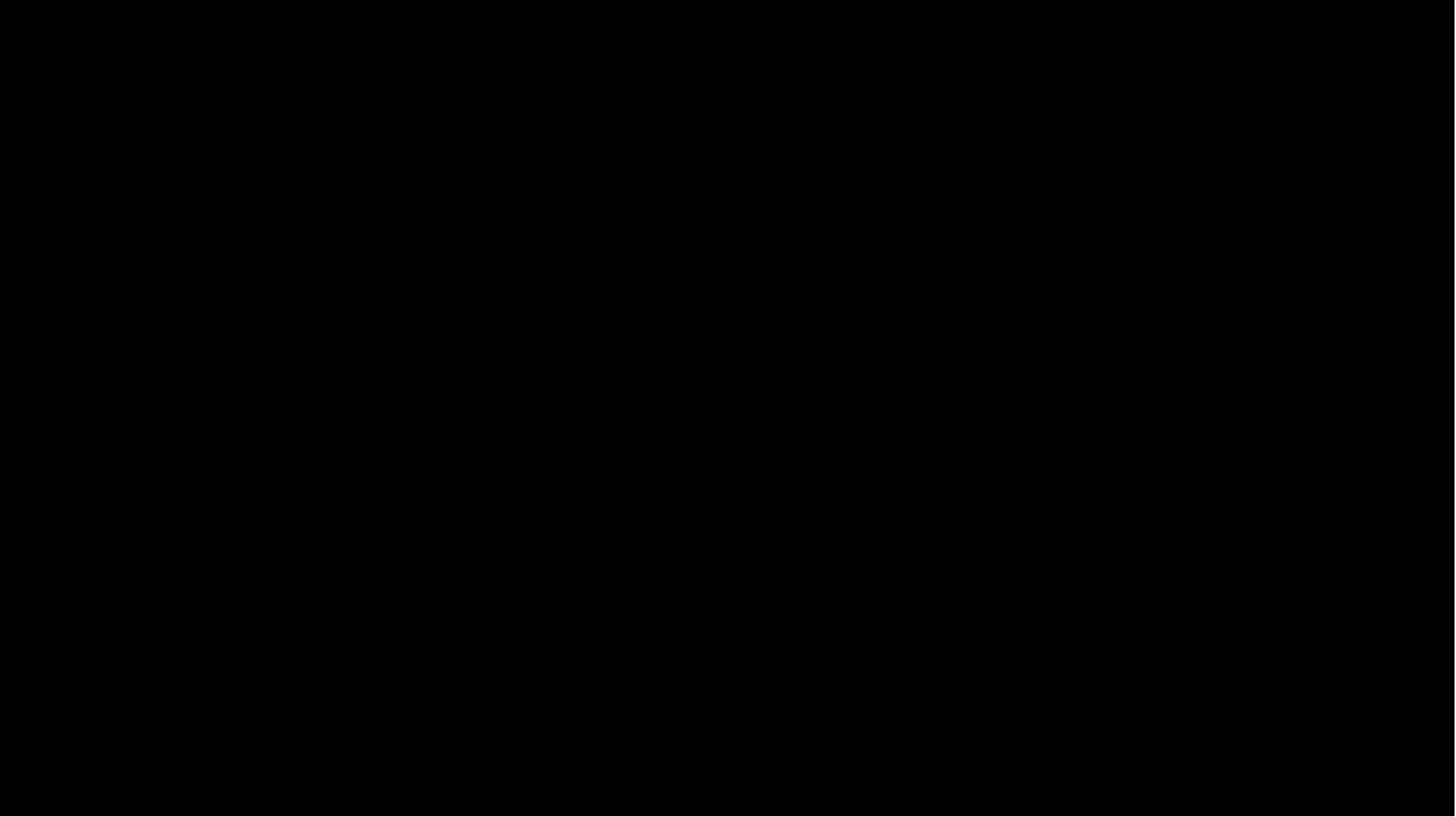
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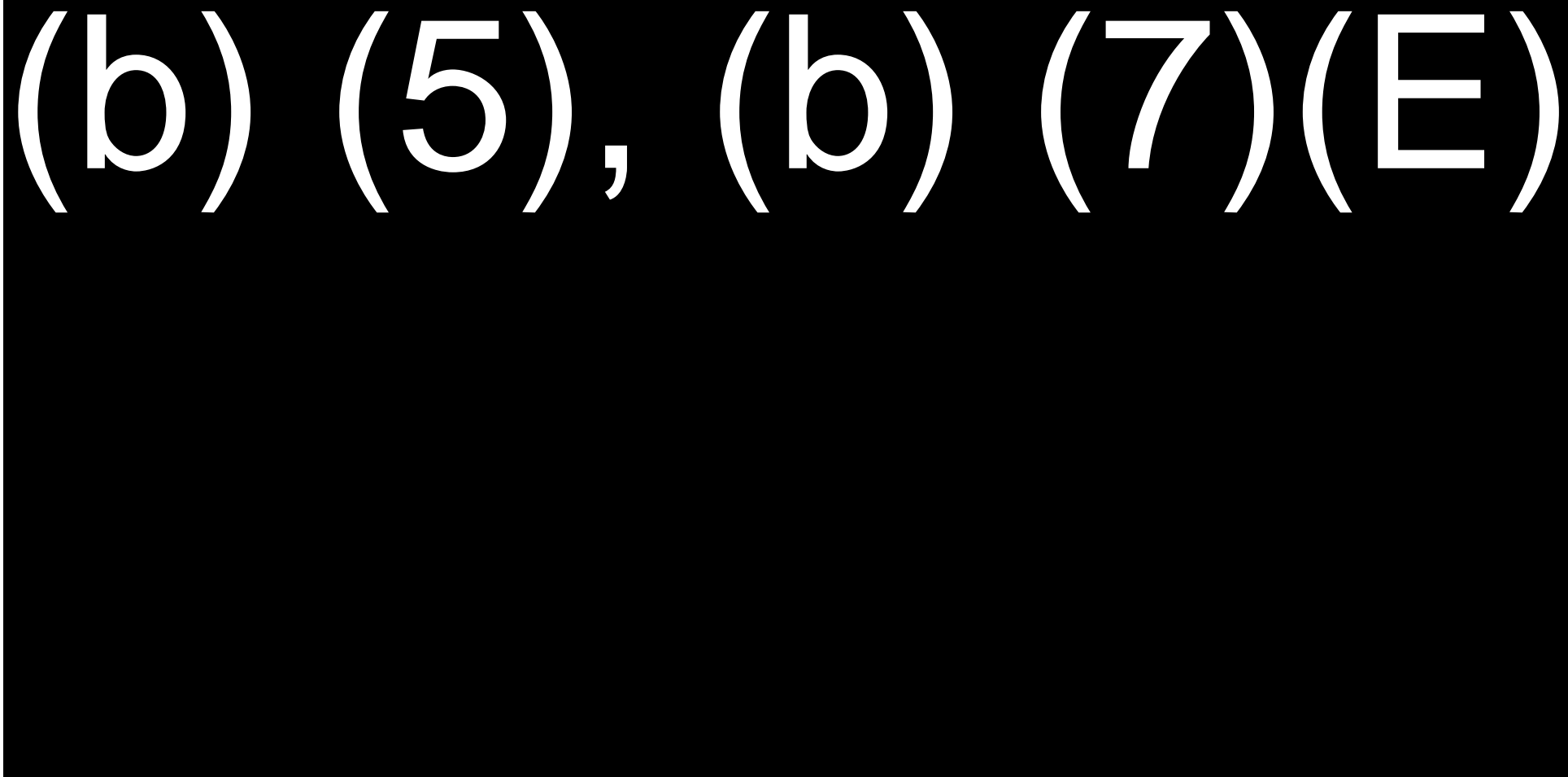


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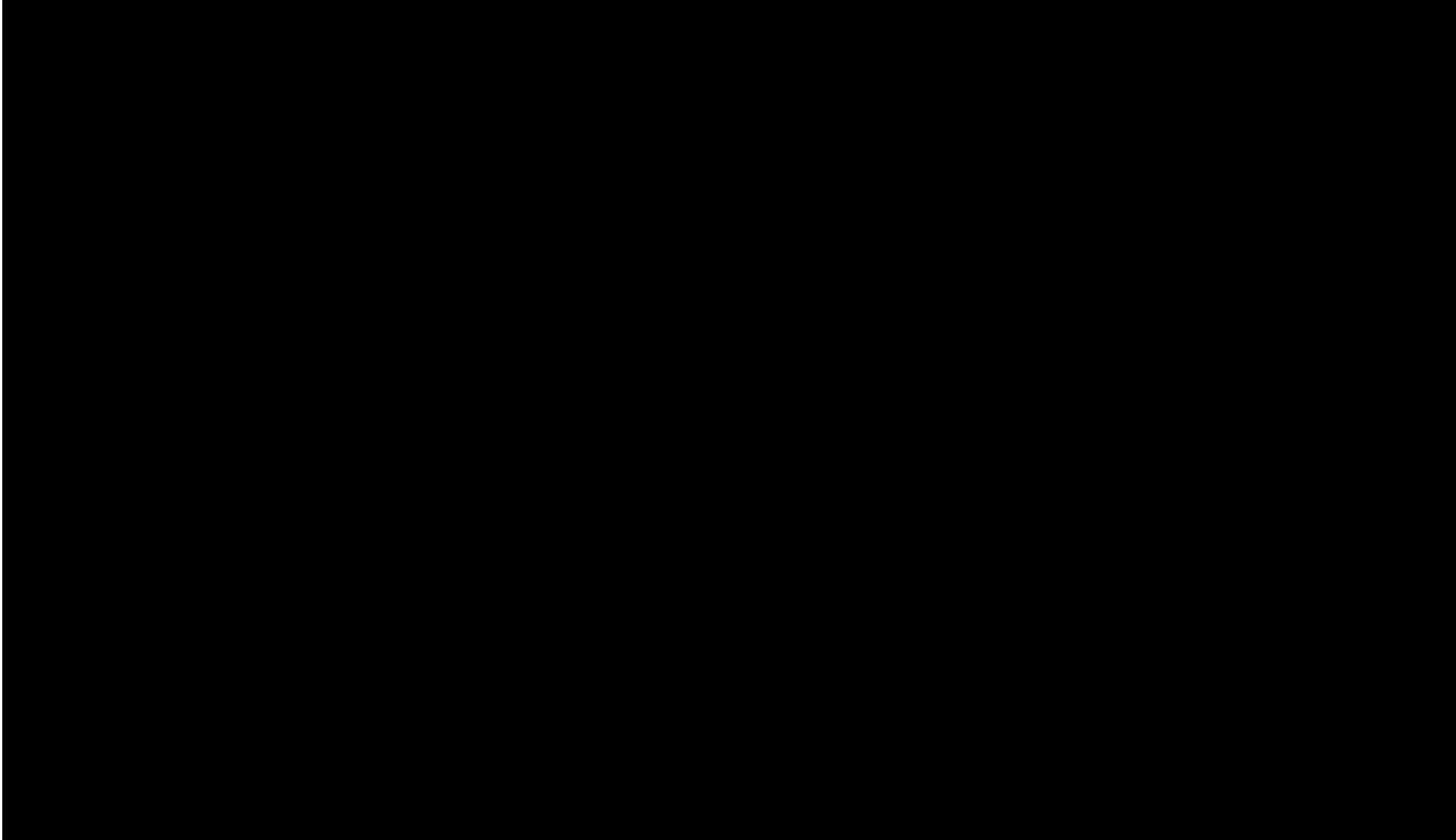


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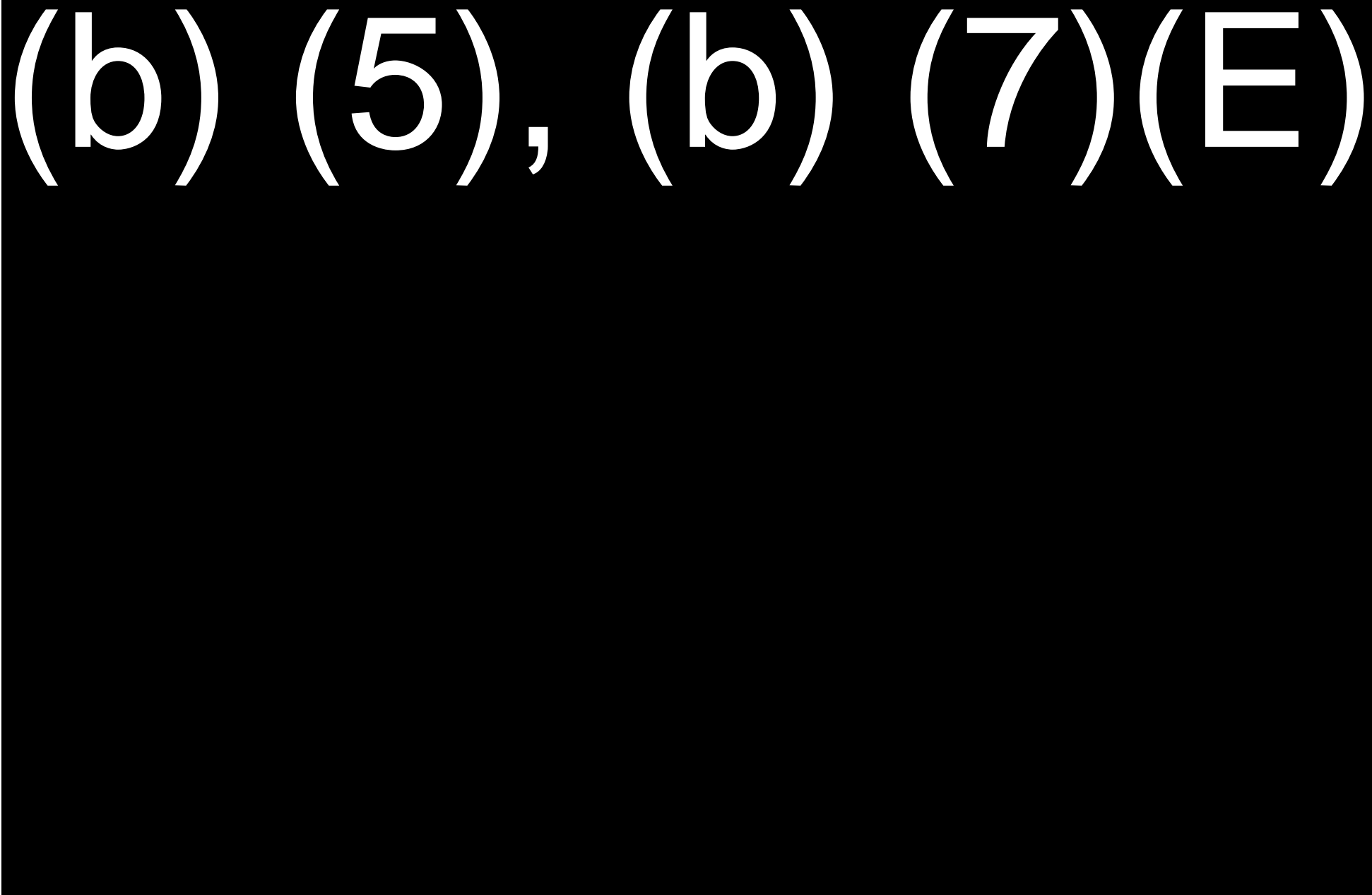
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RAP Key Personnel

LOB	Owner/Designee	CPO Programmer
1	Ronald Vitiello Carla Provost	(b)(6);(b)(7)(C)
2	Todd Owen (b)(6);(b)(7)(C)	
3	(b) (6), (b) (7)(C)	
4	Kathryn Kolbe	

RAP Exhibit/Other	Lead Office	POC
Capital Planning "H"	ES/OA	(b)(6);(b)(7)(C)
Budget	ES/CFO/Budget	
Programming	ES/CPO	

(b)(6);(b)(7)(C)

Subject: Review DHS SES Portfolio (b) (6), (b) (7)(C)

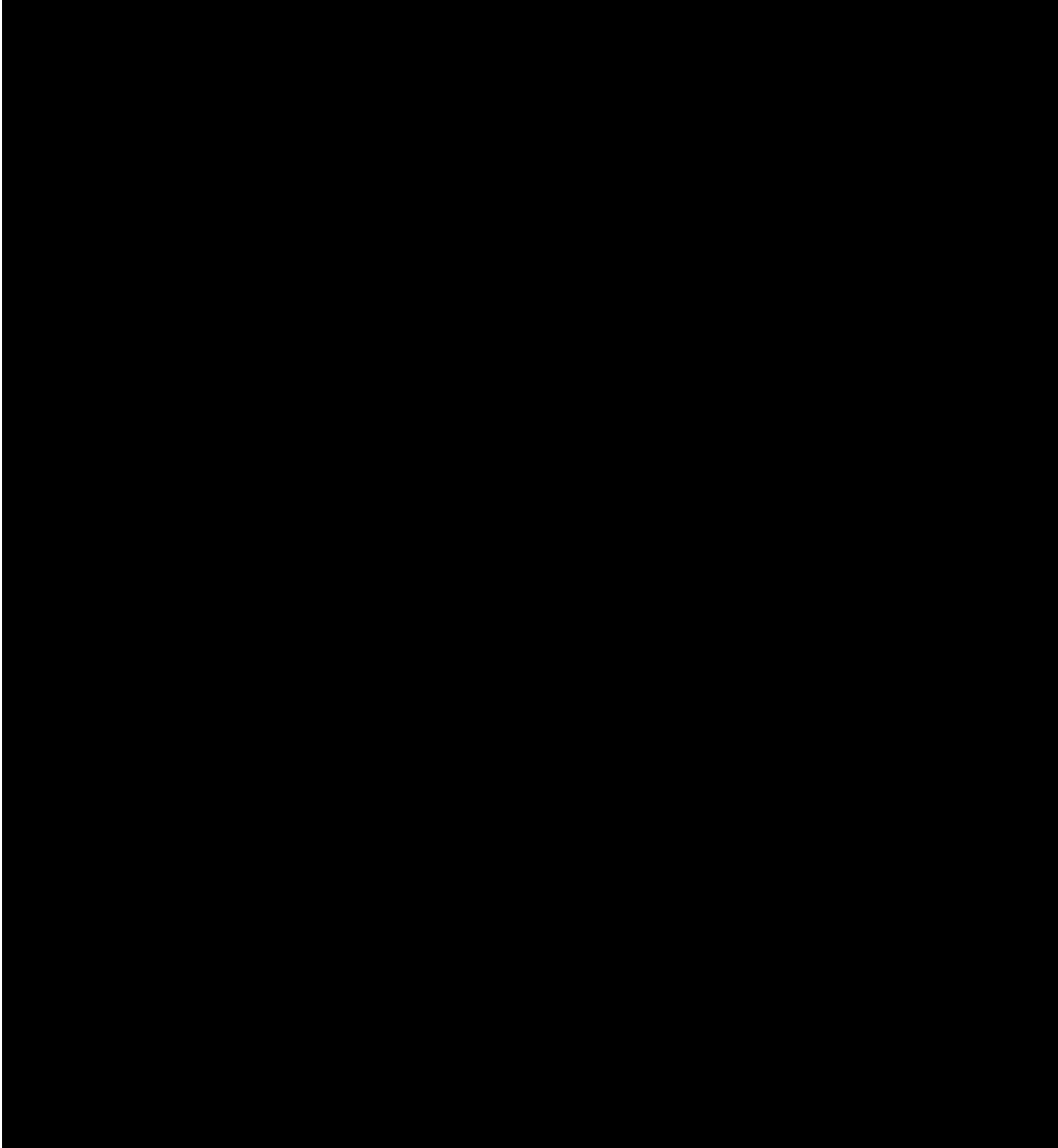
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End: Thu 3/9/2017 12:00 PM

Recurrence: (none)

<<FW: DHS SES CDP Portfolio Cohort 4 - (b) (6), (b) (7)(C)

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Mentor Evaluation

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Resume

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ECQ Narrative

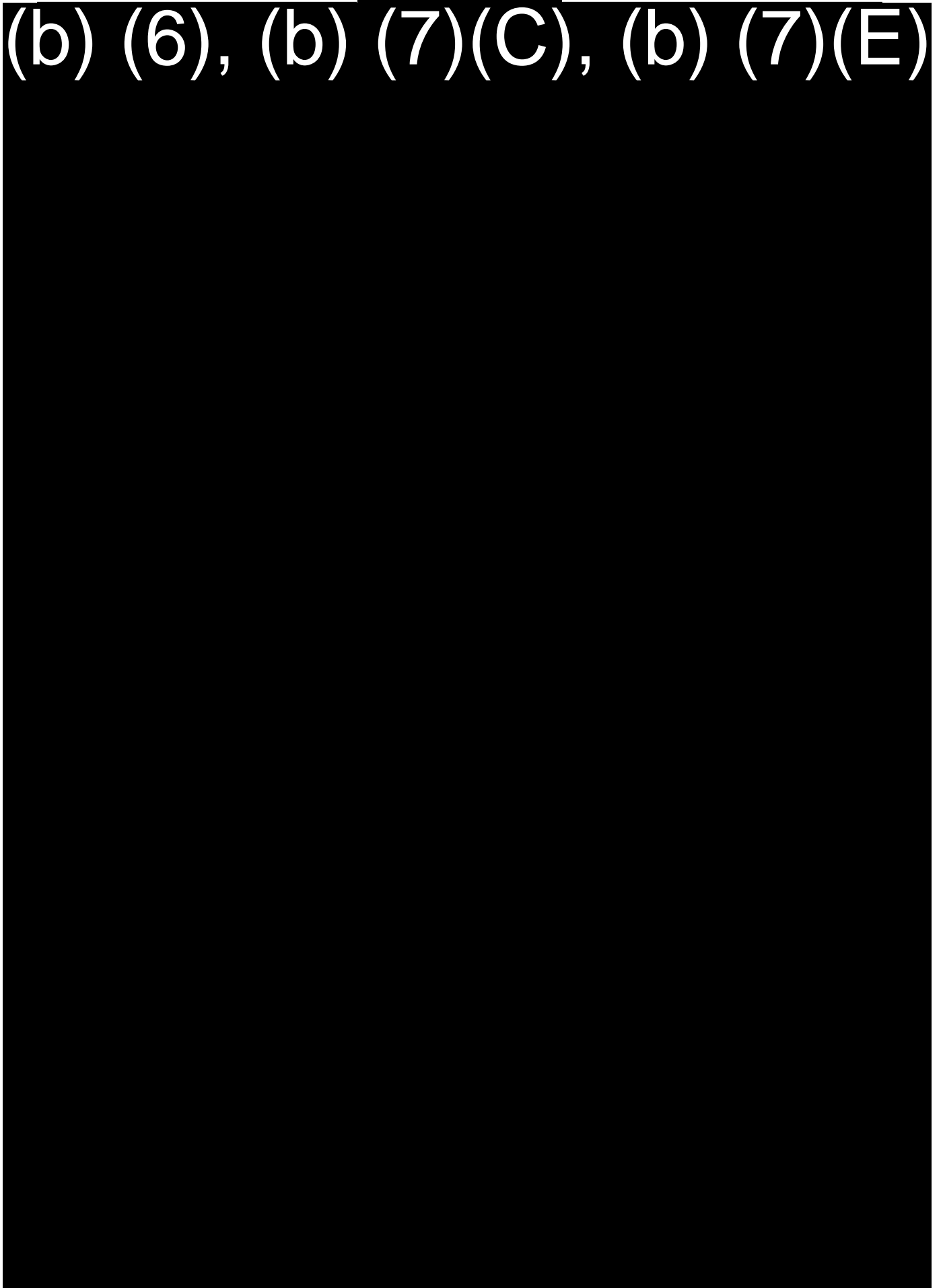
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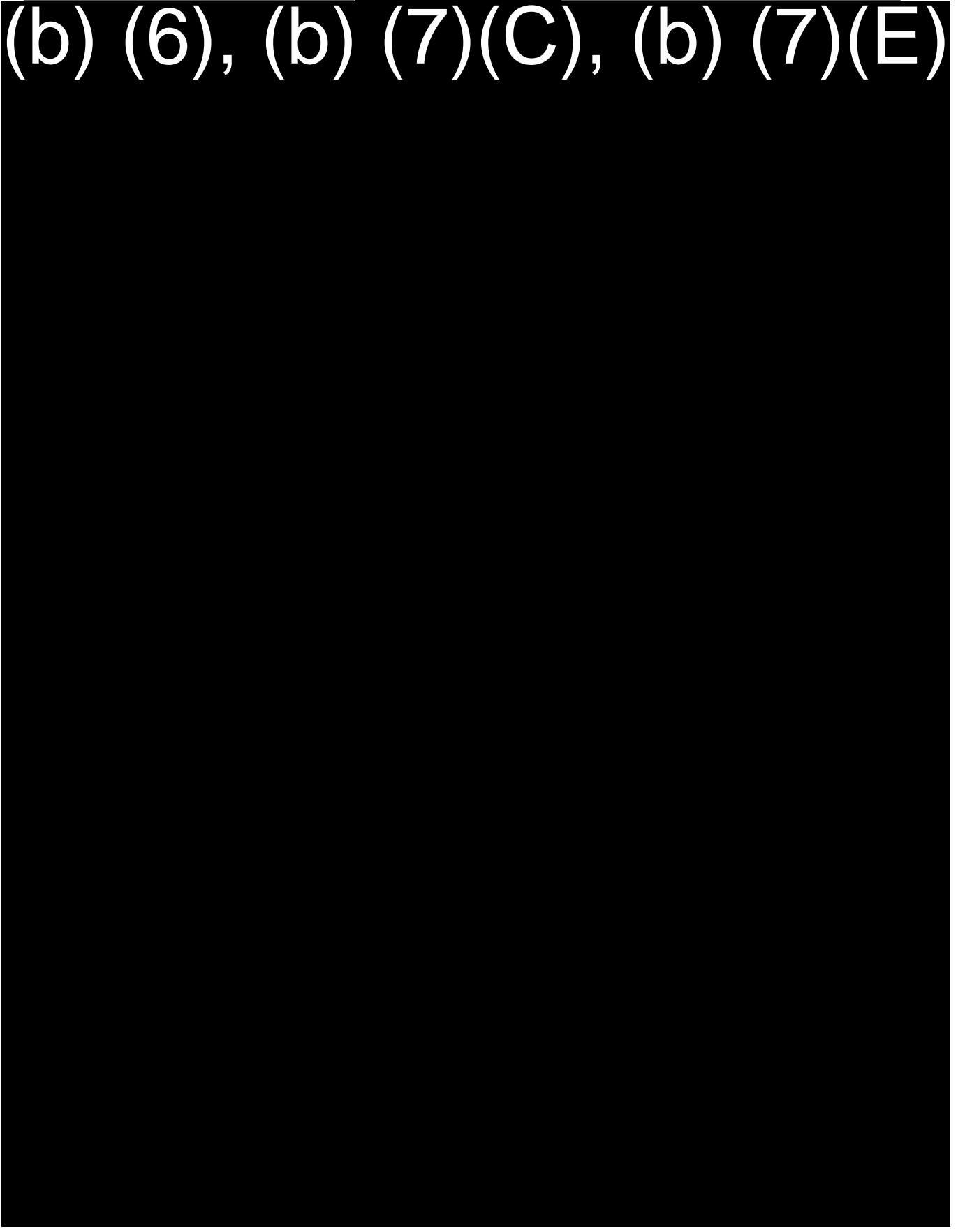
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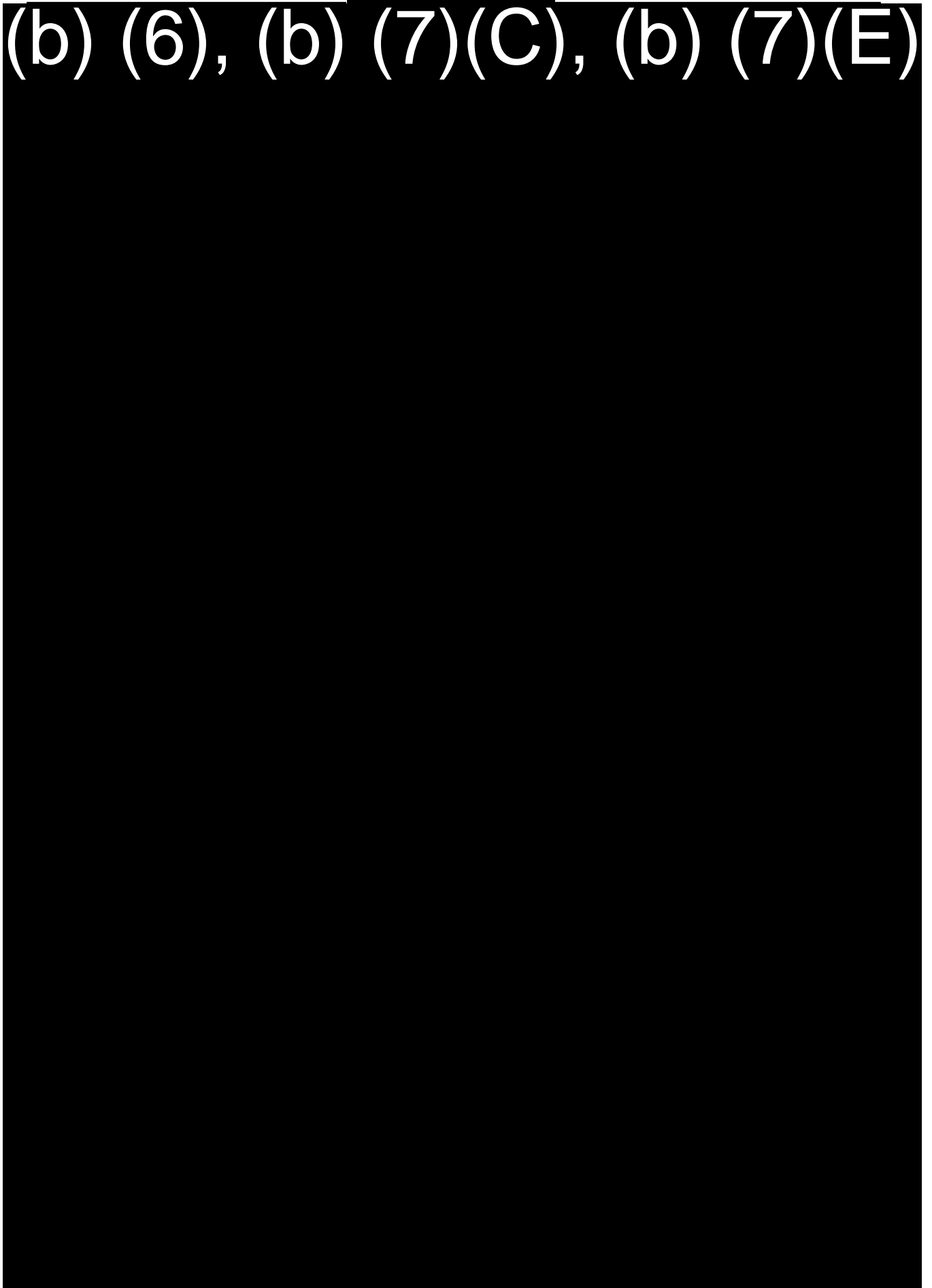
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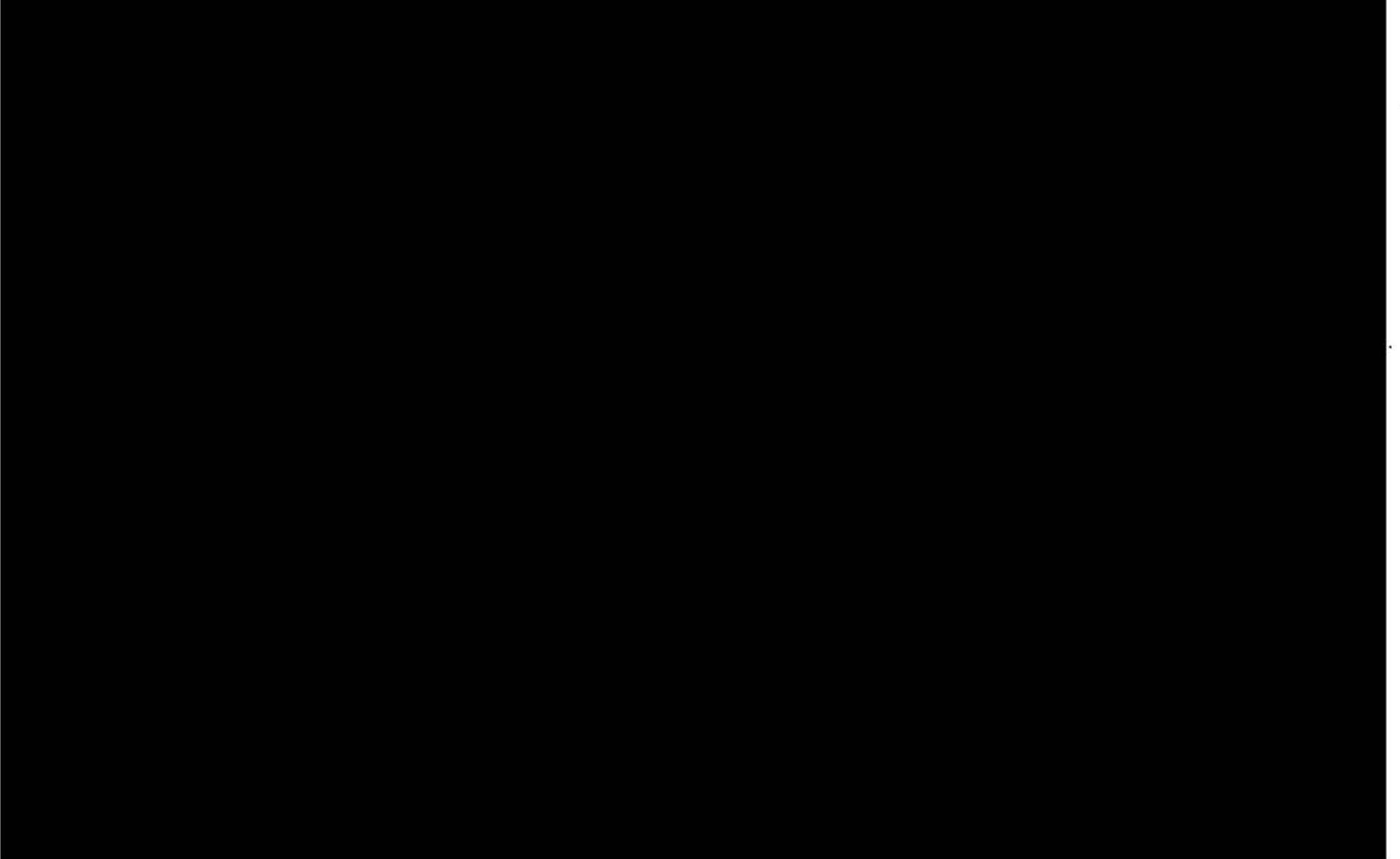


Executive Development Plan

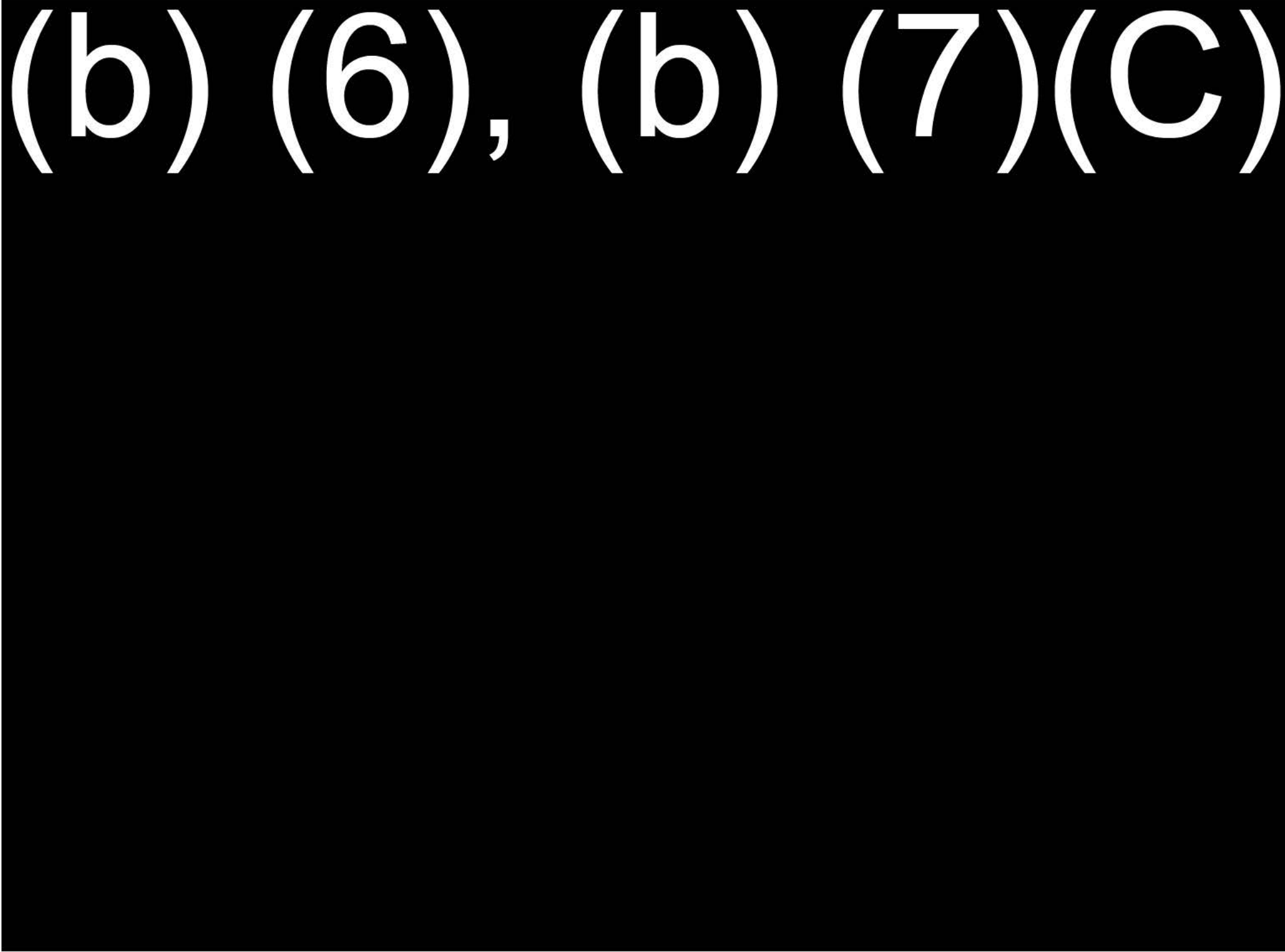
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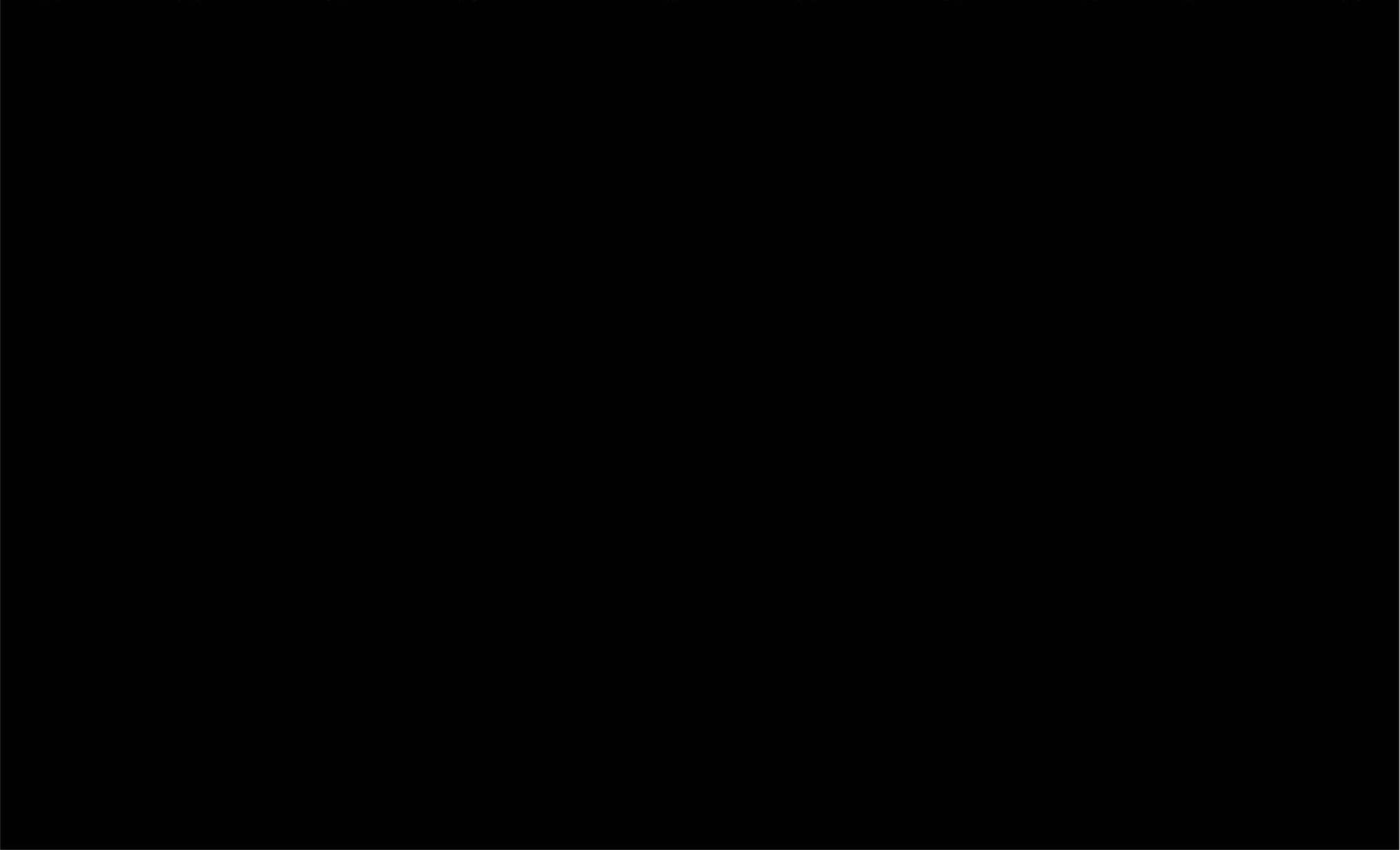
(b) (6), (b) (7)(C)



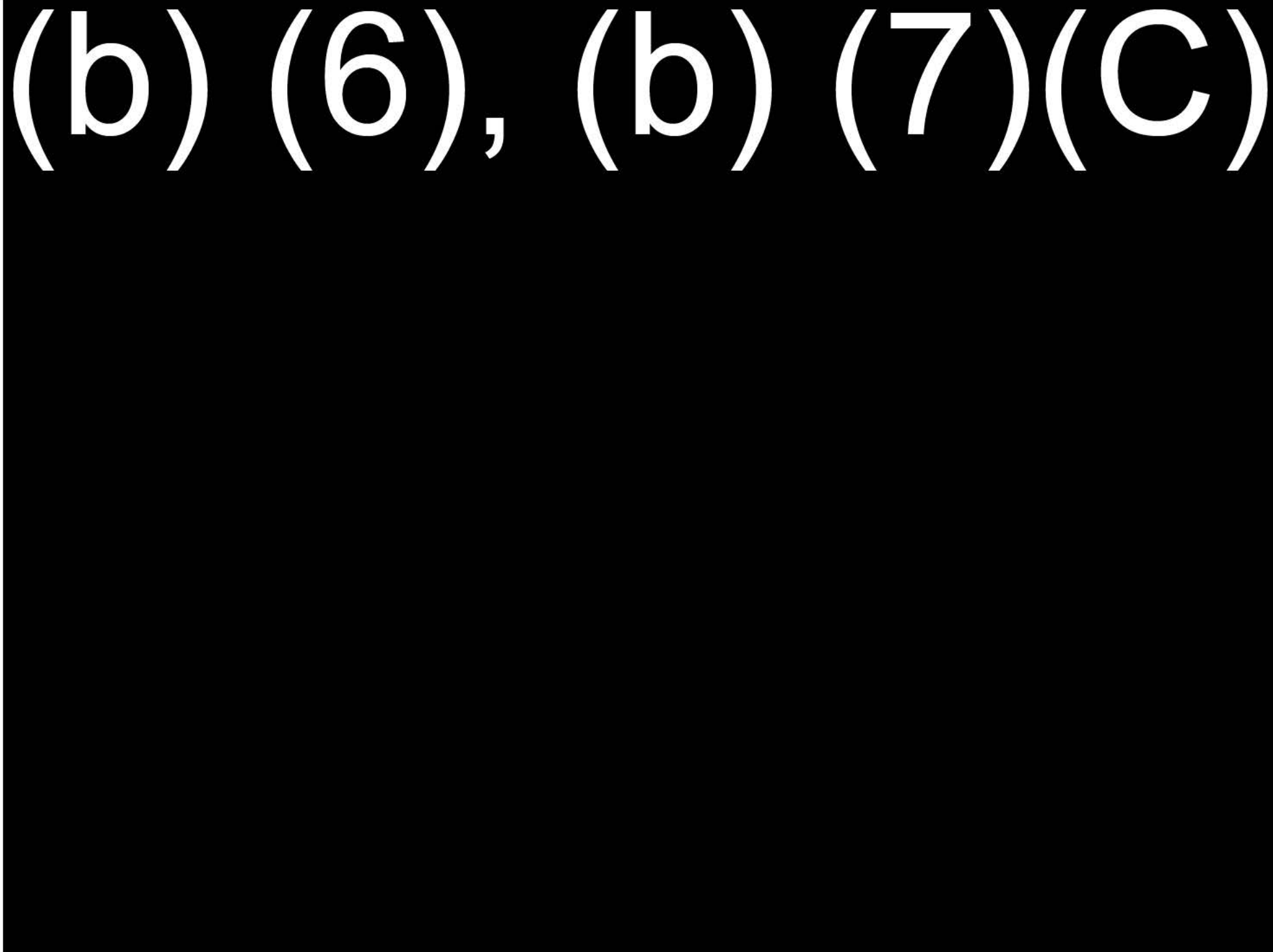
(b) (6), (b) (7)(C)



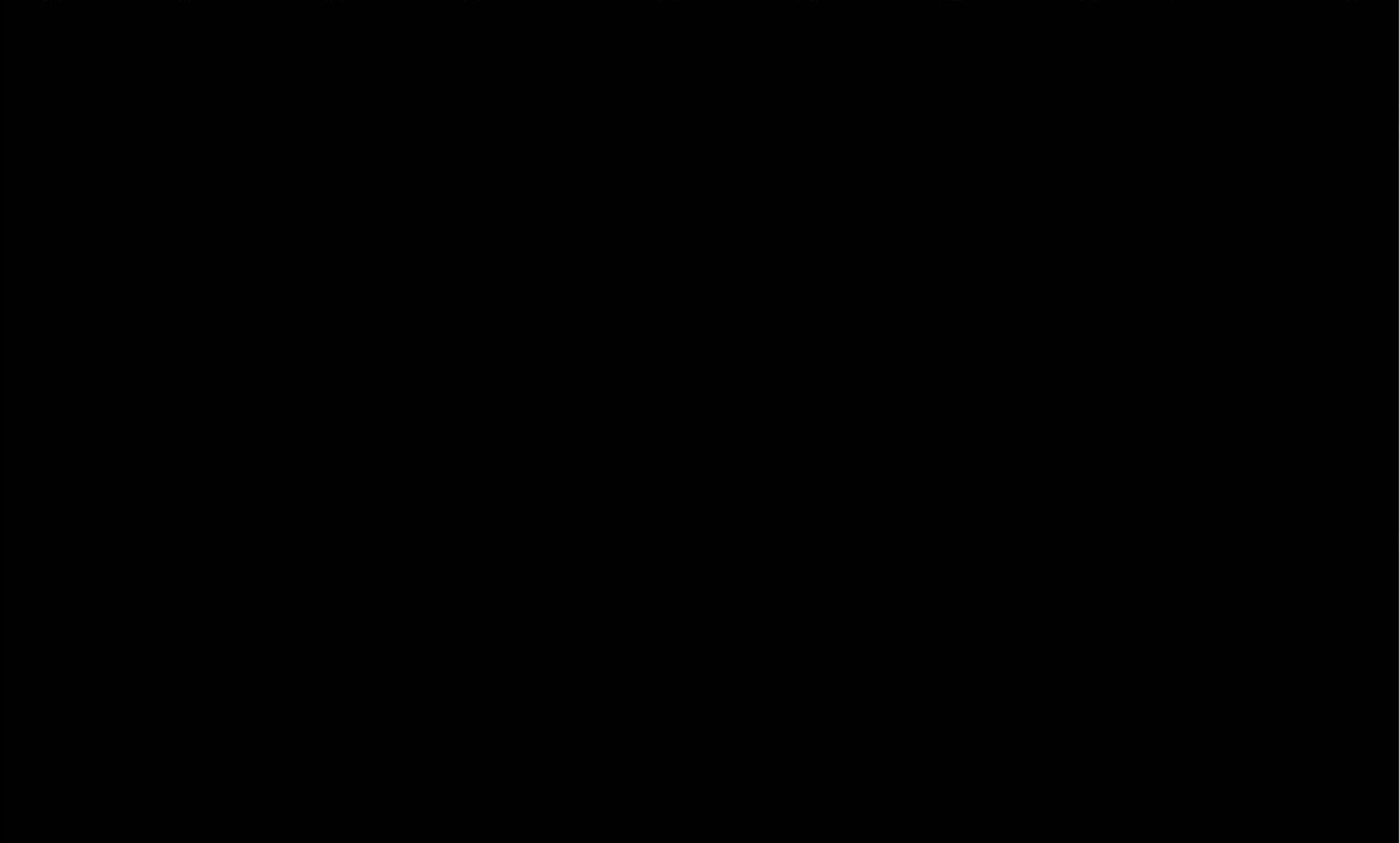
(b) (6), (b) (7)(C)



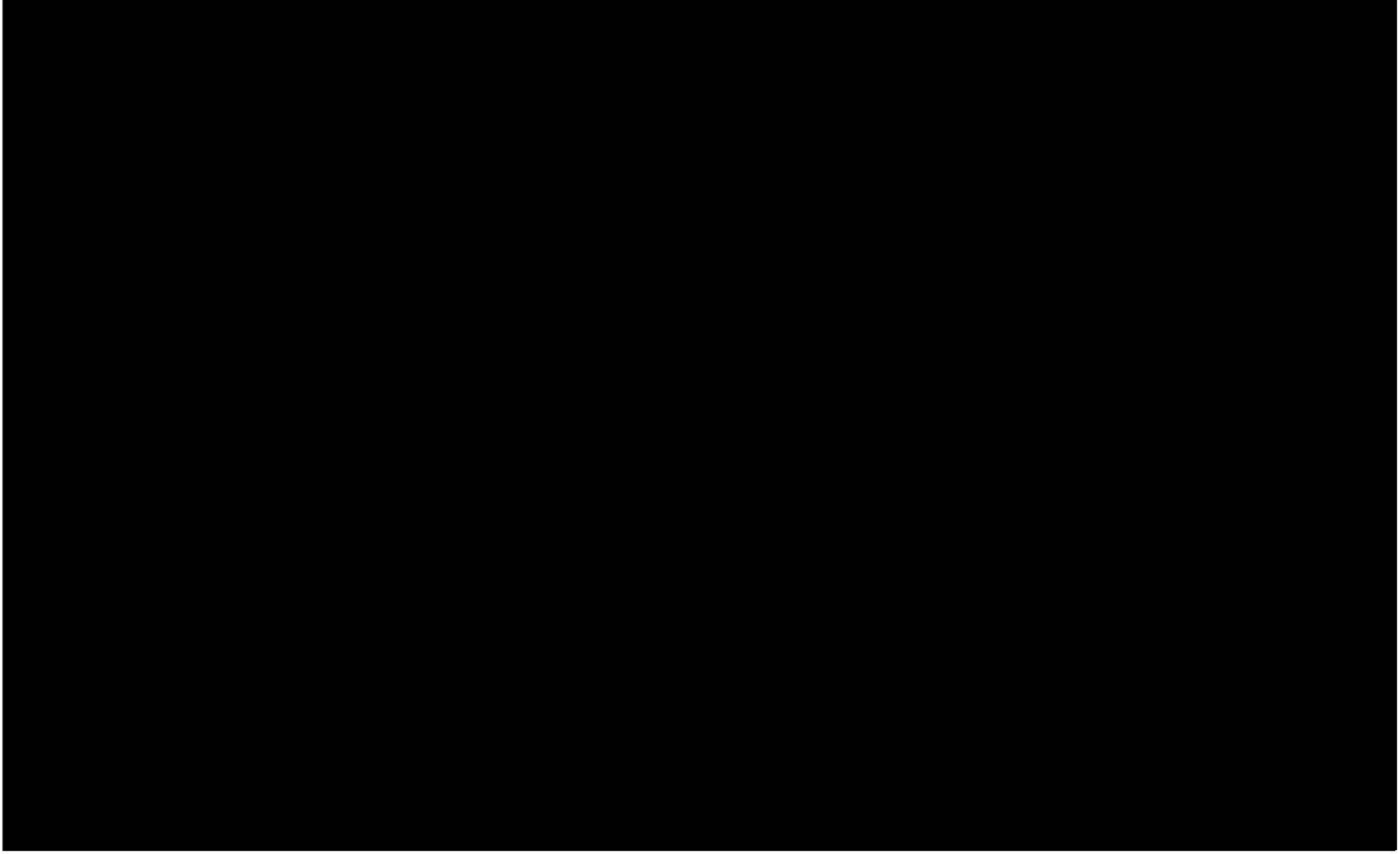
(b) (6), (b) (7)(C)



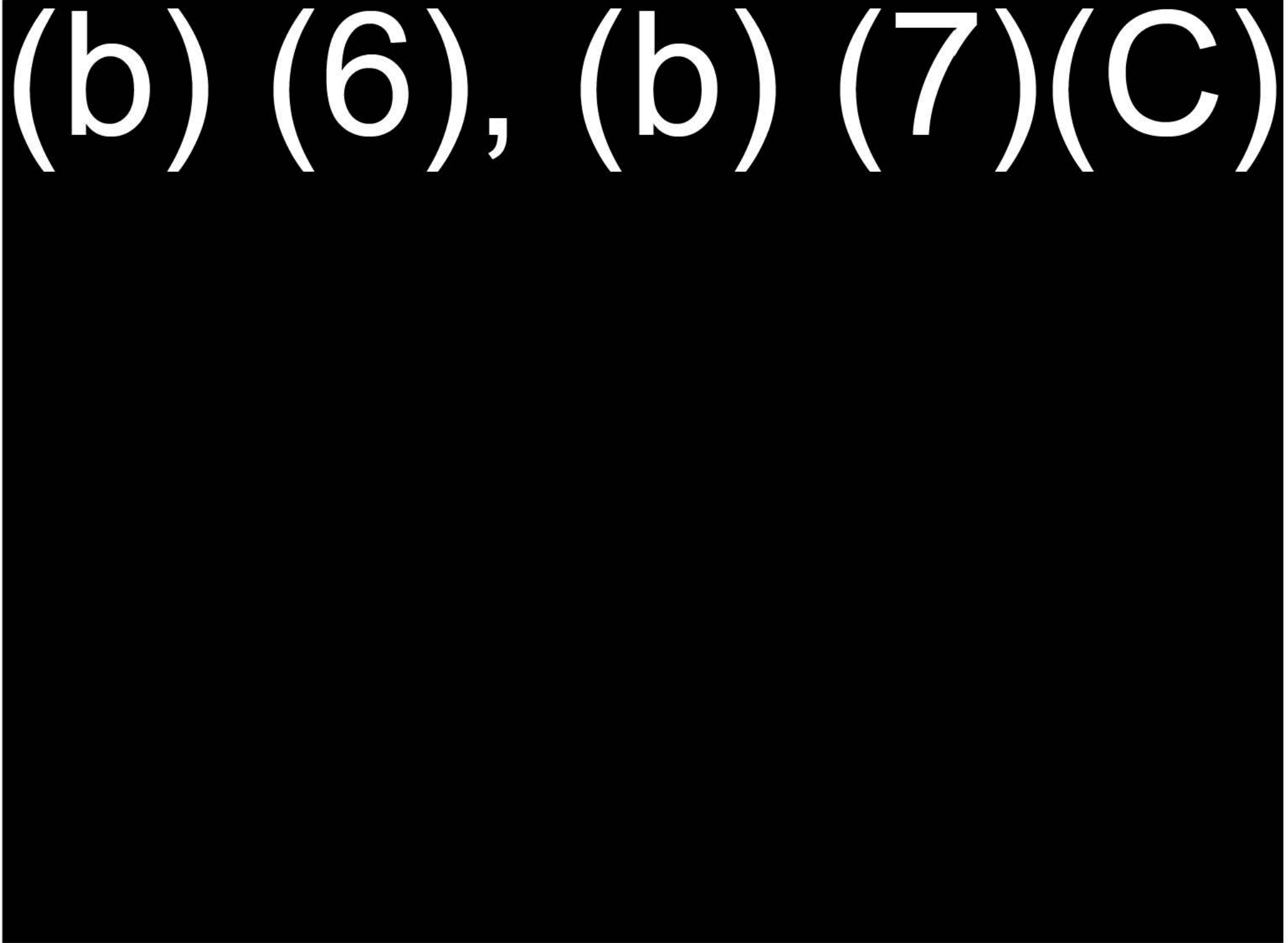
(b) (6), (b) (7)(C)



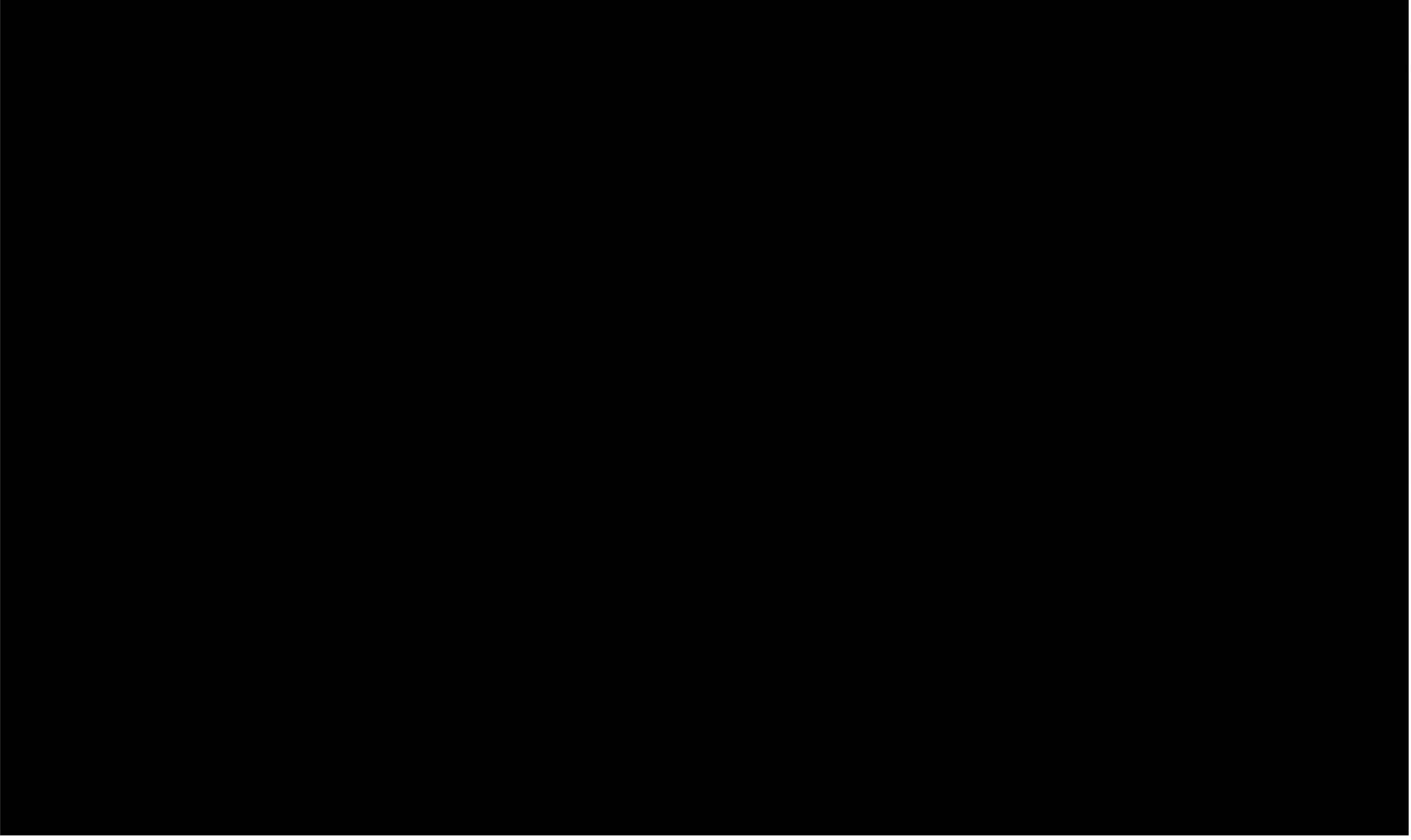
(b) (6), (b) (7)(C)



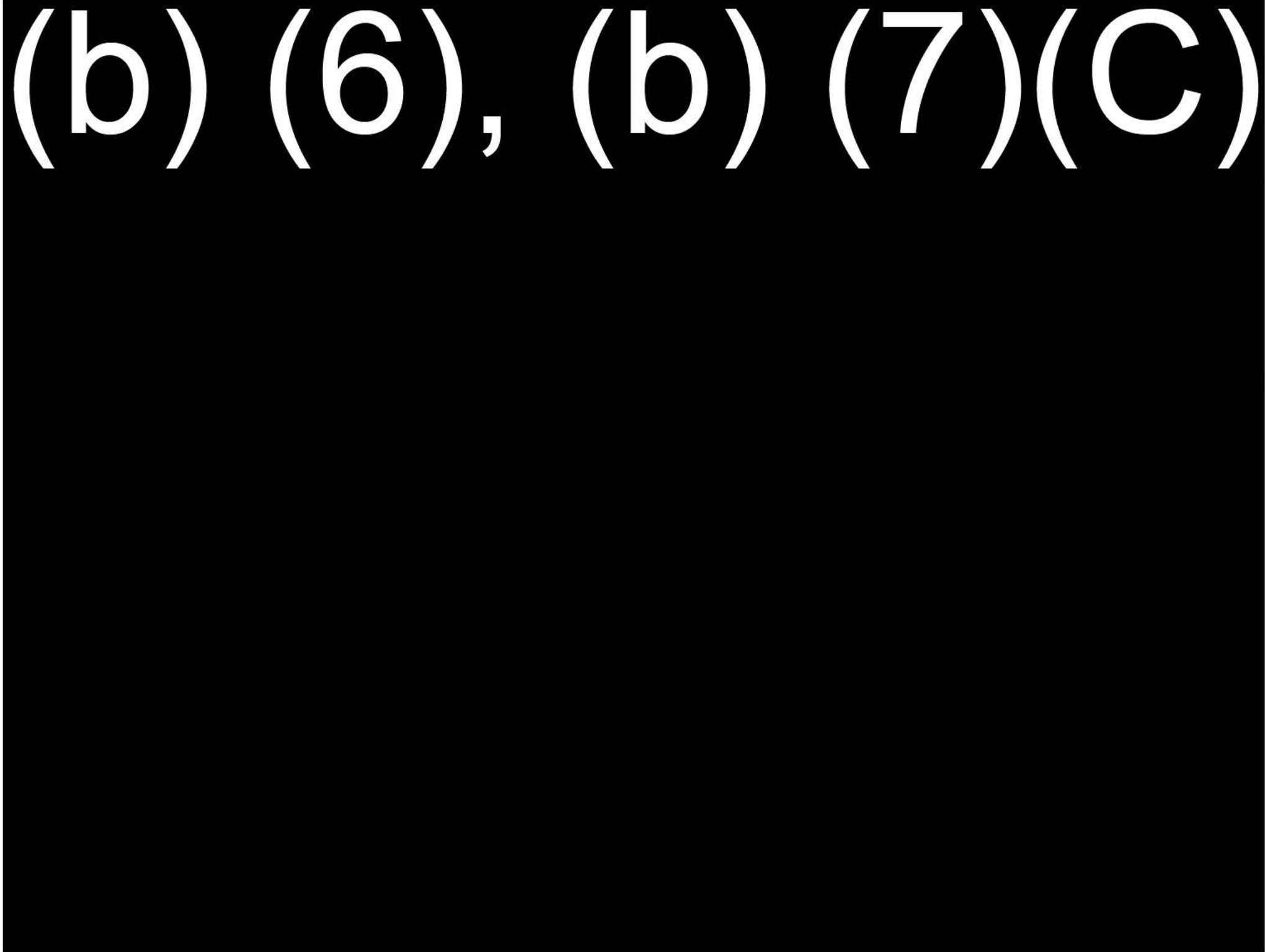
(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)




(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)



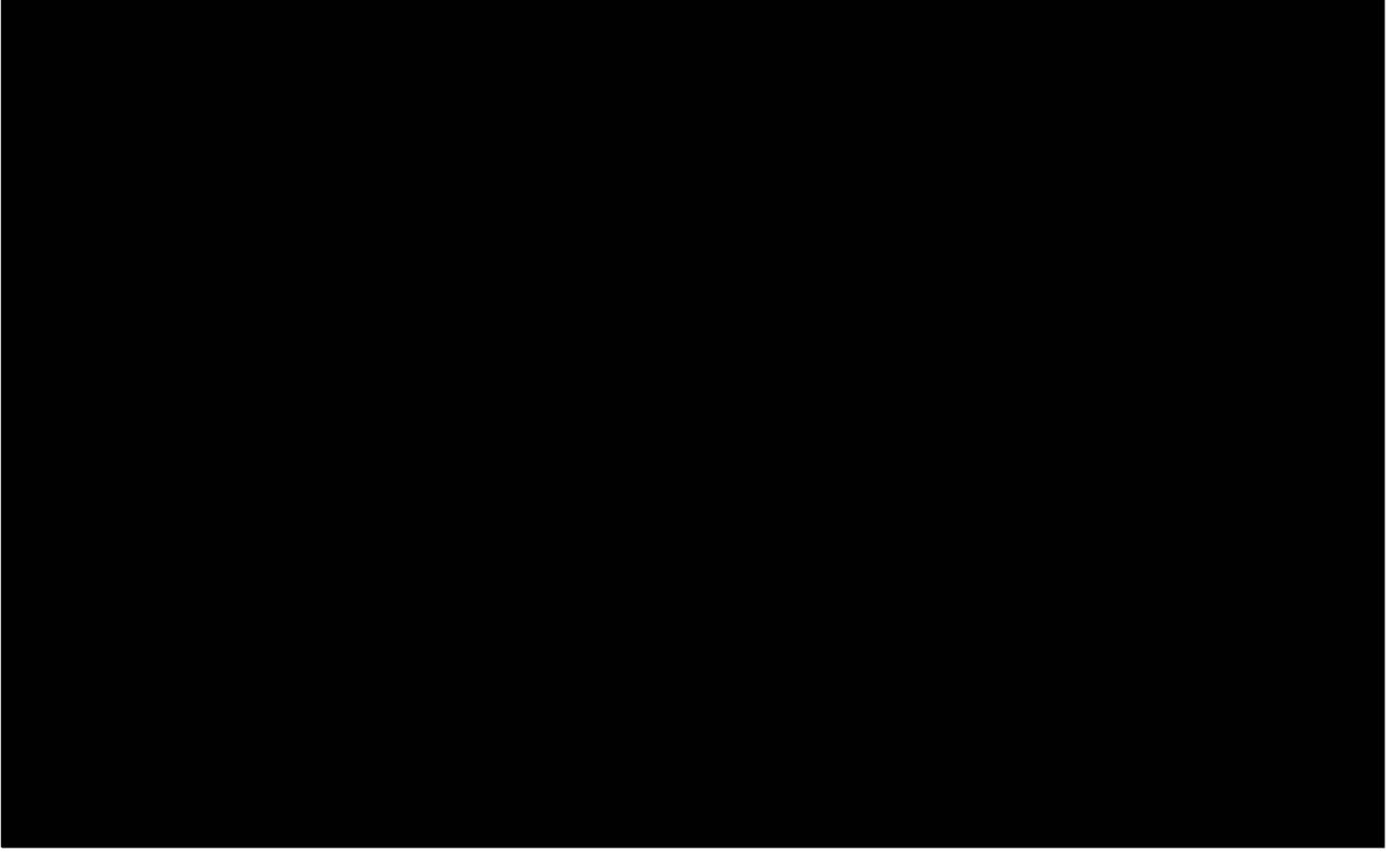
(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

From: PROVOST, CARLA (USBP)
Sent: Monday, March 6, 2017 2:49 PM
To: (b) (6), (b) (7)(C)
Subject: FW: DHS SES CDP Portfolio Cohort 4 (b) (6), (b) (7)(C)
Attachments: Component ERB Approval Cover Memo for (b) (6), (b) (7)(C).docx; DHS SES CDP Portfolio (b) (6), (b) (7)(C).pdf

Follow Up Flag: Follow Up
Flag Status: Flagged


Schedule some time please.

From: (b) (6), (b) (7)(C)
Sent: Monday, March 06, 2017 3:38:55 PM
To: PROVOST, CARLA (USBP)
Subject: FW: DHS SES CDP Portfolio Cohort 4 - (b) (6), (b) (7)(C)

Forwarding to you for action...

(b) (6), (b) (7)(C)

Leadership Policy Advisor
Office of Training and Development

 Phone: (b) (6), (b) (7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)

 Please consider the environment before printing this e-mail.

From: (b) (6), (b) (7)(C)
Sent: Monday, March 06, 2017 2:46 PM
To: (b) (6), (b) (7)(C) YOUNG, EDWARD E; (b) (6), (b) (7)(C)
Subject: FW: DHS SES CDP Portfolio Cohort 4 (b) (6), (b) (7)(C)

Attached for your review and approval is the SES CDP certification package for (b) (6), (b) (7)(C) Associate Chief, Strategic Planning and Analysis Directorate, Policy Division, USBP.

(b) (6), (b) (7)(C)

Phone (b) (6), (b) (7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)

 Please consider the environment before printing this e-mail.

From: (b)(6);(b)(7)(C)
Sent: Thursday, February 23, 2017 12:01 PM
To: (b) (6), (b) (7)(C)
Subject: DHS SES CDP Portfolio Cohort 4 - (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Respectfully,

(b)(6);(b)(7)(C) HCS
Office of the Assistant Commissioner | Office of Training & Development
U.S. Customs and Border Protection | Department of Homeland Security
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) O
(b)(6);(b)(7)(C) M



(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Monday, March 6, 2017 2:49 PM
To: (b)(6);(b)(7)(C)
Subject: FW: DHS SES CDP Portfolio Cohort 4 - (b)(6), (b)(7)(C)
Attachments: Component ERB Approval Cover Memo for (b)(6), (b)(7)(C).docx; DHS SES CDP Portfolio (b)(6), (b)(7)(C).pdf

Follow Up Flag: Follow Up
Flag Status: Flagged

Schedule some time please.

From: (b)(6), (b)(7)(C)
Sent: Monday, March 06, 2017 3:38:55 PM
To: PROVOST, CARLA (USBP)
Subject: FW: DHS SES CDP Portfolio Cohort 4 - (b)(6), (b)(7)(C)

Forwarding to you for action...

(b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)
Leadership Policy Advisor
Office of Training and Development

Phone: (b)(6), (b)(7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)



Please consider the environment before printing this e-mail.

From: (b)(6)
Sent: Monday, March 06, 2017 2:46 PM
To: (b)(6), (b)(7)(C); YOUNG, EDWARD E.; (b)(6), (b)(7)(C)
Subject: FW: DHS SES CDP Portfolio Cohort 4 - (b)(6), (b)(7)(C)

Attached for your review and approval is the SES CDP certification package for (b)(6), (b)(7)(C), Associate Chief, Strategic Planning and Analysis Directorate, Policy Division, USBP.

(b)(6), (b)(7)(C)

Phone (b) (6), (b) (7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)

 Please consider the environment before printing this e-mail.

From: (b) (6), (b) (7)(C)
Sent: Thursday, February 23, 2017 12:01 PM
To: (b) (6)
Subject: DHS SES CDP Portfolio Cohort 4 - (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Respectfully,

(b)(6);(b)(7)(C) HCS
Office of the Assistant Commissioner | Office of Training & Development
U.S. Customs and Border Protection | Department of Homeland Security
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) O
(b)(6);(b)(7)(C) M



(b)(6);(b)(7)(C)

Subject: Review DHS SES Portfolio - (b)(6);(b)(7)(C)

Start: Thu 3/9/2017 12:00 PM

End: Thu 3/9/2017 1:00 PM

Recurrence: (none)

<<FW: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C) >>

(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Wednesday, March 8, 2017 7:22 AM
To: (b)(6);(b)(7)(C)
Subject: FW: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C)

Follow Up Flag: Follow Up
Flag Status: Flagged

Carla L. Provost
Deputy Chief
USBP
(b)(6);(b)(7)(C)

From: (b) (6), (b) (7)(C)
Sent: Tuesday, March 7, 2017 10:31 AM
To: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
Subject: RE: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C)

Sure – I'm with CBP (b) (6) but can step out. Just let me know a good time for you and a number to reach you on.

(b) (6), (b) (7)(C)

Leadership Policy Advisor
Office of Training and Development

Phone: (b) (6), (b) (7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)

 Please consider the environment before printing this e-mail.

From: PROVOST, CARLA (USBP)
Sent: Tuesday, March 07, 2017 10:05 AM
To: (b) (6), (b) (7)(C)
Subject: RE: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C)

Since I'm new to the process I have a couple of questions.....not sure whether you have time for a call?

Carla L. Provost
Deputy Chief
USBP

(b)(6);(b)(7)(C)

From: (b) (6), (b) (7)(C)

Sent: Tuesday, March 7, 2017 8:50 AM

To (b) (6), (b) (7)(C)

YOUNG, EDWARD E

(b)(6);(b)(7)(C)

PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C)

Attached for your review and approval is a developmental assignment request for (b) (6), (b) (7)(C), Division Chief, Laredo Sector, USBP. (b) (6), (b) (7)(C) would like to complete his Developmental Assignment at TSA as the Deputy Federal Security Director at the Houston International Airport. The total cost is estimated to be \$24,056.00. Since the write-up has little detail, below is additional information that describes the proposed assignment:

The incumbent will report to a Federal Security Director (FSD) at Houston International Airport (IAH). The incumbent will assist the FSD in providing financial, human capital, information technology, and operational leadership supporting a workforce of over 1,000 employees. As the Acting Deputy Federal Security Director (DFSD), the candidate will be the second ranking TSA authority responsible for the leadership and coordination of effective mission support of TSA security activities within the airport's Area of Responsibility (AOR). These responsibilities and accompanying authority include the efficient and effective leveraging of \$30M+ security screening equipment, \$50M+ annual payroll, \$1m+ discretionary budget, and ensuring partnerships with external stakeholders complement achievement of long-term business objectives.

The Deputy Federal Security Director role within TSA at the Houston International Airport (IAH) will offer the candidate an appropriately challenging, highly immersive senior leadership experience that will enable him to further strengthen several key competencies. The detail assignment includes contributing to leading edge security screening technology planning via travel to the TSA Security Integration Facility (Arlington, VA), and providing insights to the TSA HQ Chief of Mission Support to ensure long-term agency procurement strategies align with operational needs. The role also includes coordinating with airport and airline management, other Federal, state and local government and law enforcement organizations, and appropriate private sector entities to ensure optimal business results.

- Direct the activities of all TSA employees within the airport, with an emphasis on ensuring mission support activities are fully aligned to support aviation security.
- Assume direct responsibility and oversight for a significant improvement implemented in mission support functions of local hiring, staff scheduling, management control objective plans, information technology, inventory management, and employee relations.
- Maintain regular interactions with federal, state, and local officials regarding airport operations, regulatory oversight, security policies, procedures, and practices at the airport in regards to mission support functions. Deal with local members of Congress and their staff, the mayor and other top city officials as well as top state officials. Identify and implement adjustments to mission support functions based on information exchanged and analyzed during those interactions.

- Recommended improvements in at least one third-party financial, human capital, or technology management agreement from specialized service organizations, such as security service and equipment providers, other Federal, state and local law enforcement authorities.

Business Acumen: During his developmental assignment, (b) (6), (b) (7)(C) will have the opportunity to manage human capital, financial and informational resources strategically. His goal will encompass utilizing a business framework to ensure completeness and integration as he assesses business and organizational situations. He will be required to focus on key objectives and make adjustments where necessary for business success.

Business Acumen: (b) (6), (b) (7)(C) intends to use efficient and cost-effective approaches to integrate significant security screening technology into TSA operations at the Houston International Airport (IAH) and improve program performance. He will enhance his business acumen ECQ by developing strategies using new technology to enhance decision making, and have a better understanding of the impact of technological changes on the organization.

Business Acumen: With oversight of a large organizational budget, staffing, and equipment resources, (b) (6), (b) (7)(C) will use both internal and external financial processes to successfully procure the resources needed for the operation. His goal will be to demonstrate accountability for federal funds. This includes the ability to use the appropriate best practices from the private sector, while understanding and respecting the inherent differences between a commercial enterprise and the work of government.

(b) (6), (b) (7)(C)

Leadership Policy Advisor
Office of Training and Development

Phone: (b) (6), (b) (7)(C)



"I'm not a dog that is easy to keep on the porch." AnnMarie Highsmith (CBP LI Mentor)

 Please consider the environment before printing this e-mail.

From: (b)(6);(b)(7)(C)

Sent: Friday, February 24, 2017 10:26 AM

To: (b) (6), (b) (7)(C)

Subject: DHS SES CDP Developmental Assignment Request - (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C), (b) (7)(E)

Respectfully,

(b)(6);(b)(7)(C), HCS

Office of the Assistant Commissioner | Office of Training & Development
U.S. Customs and Border Protection | Department of Homeland Security

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) O

(b)(6);(b)(7)(C) M



(b)(6);(b)(7)(C)

Subject: Review EO and PDO Merged Funding Initiatives
Location: 4.4A Commissioner's Large C/R

Start: Fri 3/3/2017 8:30 AM
End: Fri 3/3/2017 9:30 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: (b) (6), (b) (7)(C)
PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) KOLBE, KATHRYN; Owen, Todd C
(AC OFO); (b) (6), (b) (7)(C) YOUNG, EDWARD E; (b) (6), (b) (7)(C) DCC10A-
RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Optional Attendees: HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C) SMITH, BRENDA BROCKMAN
(b) (6), (b) (7)(C)

Do not forward this invitation, please let me know if someone other than the Principle (i.e. Mission Support) should be included on this invite, it is not mandatory for the Principle to attend.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Review SES interview packets

Start: Wed 3/8/2017 12:30 PM

End: Wed 3/8/2017 1:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Review Speech

Start: Fri 3/3/2017 1:00 PM
End: Fri 3/3/2017 2:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Review TCA trip, (b) (6), (b) (7)(C)

Start: Wed 3/8/2017 7:00 AM

End: Wed 3/8/2017 7:30 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

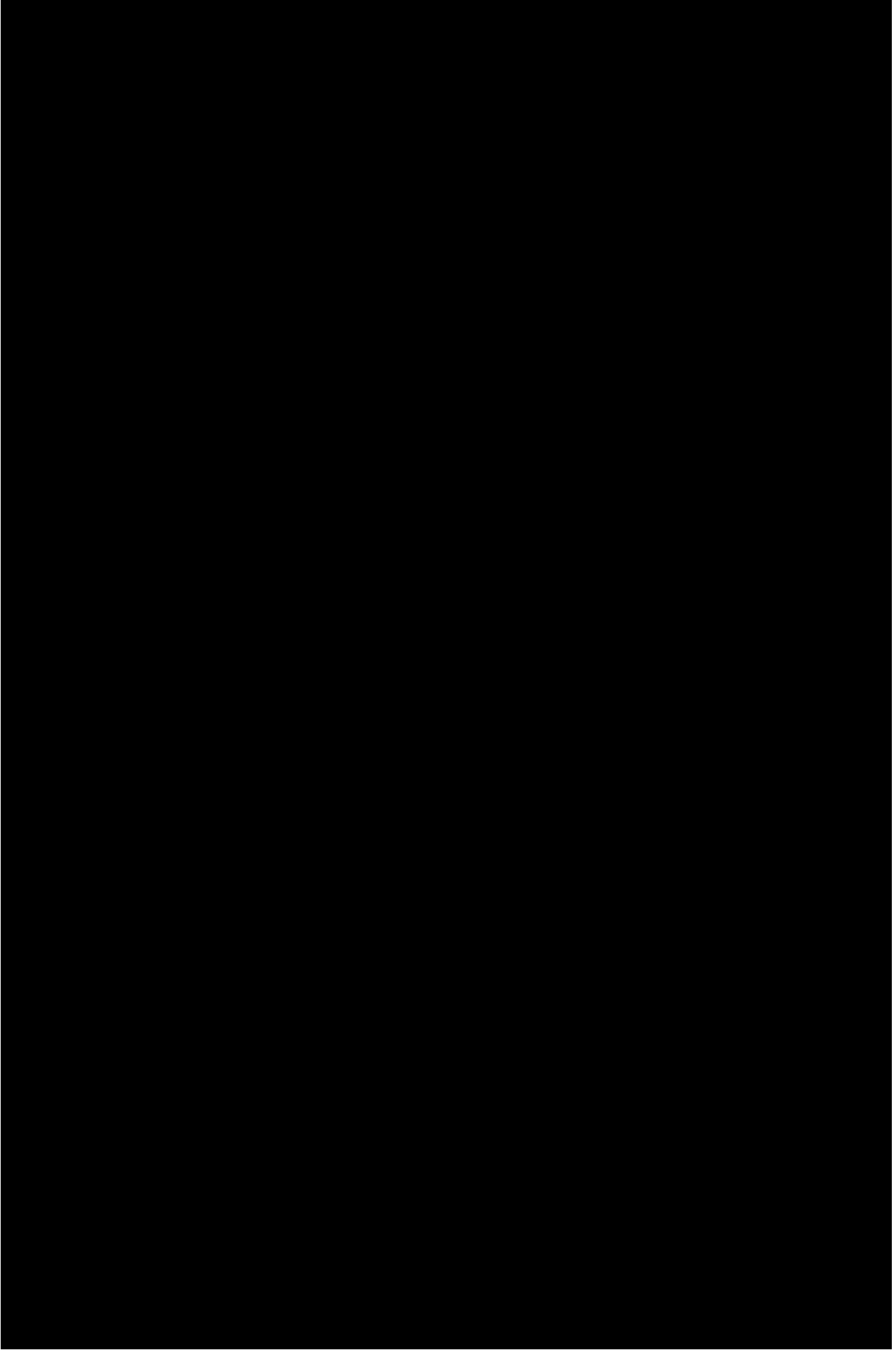
(b)(6);(b)(7)(C)

Subject: (b) (7)(E) Brief
Location: USBP Conference Room (b) (7)(E)
Start: Tue 4/18/2017 12:00 PM
End: Tue 4/18/2017 1:00 PM
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: CHAVEZ, GLORIA I (CHIEF)

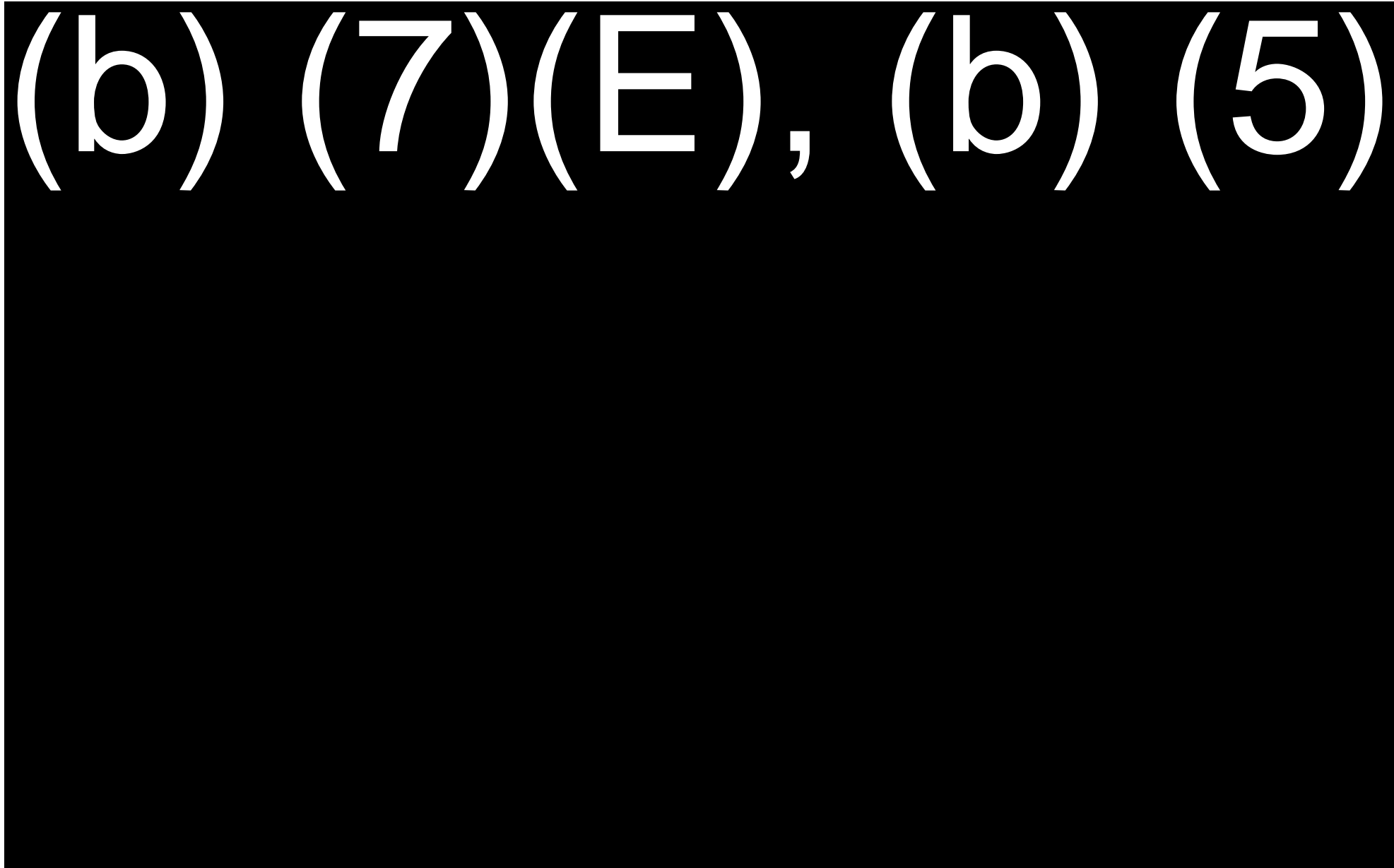
(b) (6), (b) (7)(E), (b) (5)

<<TSA Journey Map.jpg>> <<HR Journey Map .pdf>>

(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b)(6);(b)(7)(C)

Subject: Advanced Technology Systems Brief
Location: US. Border Patrol HQ, 6th Floor 6.5 Conf. (b)(7)(E)

Start: Mon 4/17/2017 9:00 AM
End: Mon 4/17/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: USBP CONFERENCE ROOM (b)(6);(b)(7)(C)

Required Attendees: RONALD D VITIELLO (USBP) (b)(6);(b)(7)(C) CARLA PROVOST
(USBP) (b) (6), (b) (7)(C) SCOTT A LUCK (USBP)
(b) (6), (b) (7)(C) BENJAMINE C HUFFMAN
(b) (6), (b) (7)(C) AARON A HULL
(b) (6), (b) (7)(C) GLORIA CHAVEZ I (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
(b)(6);(b)(7)(C) USBP HQ Adjutants

(details to follow)
POC: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: **Agenda Attached**CTOB
Location: SCIF, 7.3C

Start: Fri 4/28/2017 4:00 PM
End: Fri 4/28/2017 4:30 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER

<<ALC CTOB Agenda 042817.docx>>

Please do not forward invite, all surrogate (and +1) requests must be sent to (b)(6);(b)(7)(C)

* CTOB Attendance is restricted, approvals for surrogates will require approval

Attendees:

(A) Commissioner McAleenan
(A) Deputy Commissioner Alles
(A) CoS Flanagan
EAC Owen
Chief Vitiello
(A) EAC Young
EAC Smith
EAC Kolbe
(A) EAC Perez
AC Landfried
(A) AC Ley
AC Saunders
(b) (6), (b) (7)(C)
XD Miller

(b) (6), (b) (7)(C)



AGENDA

Agency Leadership Council-Counterterrorism
Operations Board

April 28, 2017

16:00 – 16:30

16:00 – 16:10	Standing Item: Current Intelligence Update <i>Decision Requested: N/A</i>	OS/OI
16:10 – 16:15	Presentation: EO 13780, Section 5 Update <i>Decision Requested: N/A</i>	OFO/NTC
16:20 – 16:30	Discussion: CBP CT Priorities <i>Decision Requested: N/A</i>	CTOB Staff

(b)(6);(b)(7)(C)

Subject: AILA Conference - CBP Border Patrol Open Forum

Location: Washington Court Hotel on Capital Hill

Start: Fri 4/7/2017 3:45 PM

End: Fri 4/7/2017 4:45 PM

Recurrence: (none)

<<2017 AILA Spring Conference Program.docx>>



2017 AILA SPRING CONFERENCE: IMMIGRATION AND THE NEW ADMINISTRATION

Join us for this open forum meeting and hear directly from the government officials whose decisions affect your practice and clients. Learn about the latest policy changes as our distinguished faculty engages officials from DOL, USCIS, the CIS Ombudsman's Office, EOIR, CBP Field Operations, CBP Border Patrol, ICE, and DOS. Each panel will address the latest issues and hot topics in agency adjudications, and provide a summary of the most recent liaison meeting discussions. The conference also will include an interagency panel to discuss and provide guidance on overlapping agency issues.

Washington Court Hotel on Capitol Hill | Washington, DC

Friday, April 7, 2017

Day Coordinator: (b) (6), Raleigh, NC

7:30 am–5:45 pm **REGISTRATION, INFORMATION, AND EXHIBITS**

7:55 am–8:00 am **WELCOME AND GREETINGS**

(b) (6), AILA Conference Program Chair/USCIS HQ Liaison Committee Chair,
Columbus, OH

8:05 am–8:55 am **U.S. DEPARTMENT OF LABOR (DOL) OPEN FORUM**

- PERM Process Updates and Developments
- Fee Authority: Status Update and How Fees Would Be Implemented
- Technology Transformation Project
- Prevailing Wages: Processing and How to Dispute a Wage Determination
- Recent Adjudication Trends
- BALCA Decisions and Impact on PERM Adjudications

Faculty

(b) (6) (DL), AILA Board of Governors/Department of Labor Liaison Chair,
Atlanta, GA

(b) (6) AILA Board of Governors/Department of Labor Liaison Vice Chair,
Minneapolis, MN

(b) (6) Administrator, Office of Foreign Labor Certification, ETA, DOL,
Washington, DC

(b) (6) Director, Division of Operations, Office of Foreign Labor
ETA, DOL, Washington, DC

(b) (6) Senior Attorney, Board of Alien Labor Certification Appeals,
Washington, DC

9:00 am–9:20 am	KEYNOTE *TBD
9:20 am–9:30 am	NETWORKING BREAK
9:30 am–10:20 am	U.S. CITIZENSHIP AND IMMIGRATION SERVICES (USCIS) OPEN FORUM <ul style="list-style-type: none"> • Adjudications and the Impact of Increased Processing Times • Regulatory Update • Update on New Policy Initiatives • Anticipated Changes in the New Administration • Current Issues in Adjudications Faculty <p>(b) (6) (DL), AILA Conference Program Chair/USCIS HQ Liaison Committee Chair, Columbus, OH</p> <p>(b) (6) AILA Past President/USCIS HQ Liaison Committee Vice Chair, Washington, DC</p> <p>(b) (6) Associate Director, Service Center Operations, USCIS, Washington, DC</p> <p>(b) (6) Associate Director, Field Office Operations, USCIS, Washington, DC</p> <p>(b) (6) Chief, Administrative Appeals Office, USCIS, Washington, DC</p> <p>(b) (6) Acting Chief Counsel, USCIS, Washington, DC</p>
10:25 am–11:15 am	CIS OMBUDSMAN OPEN FORUM <ul style="list-style-type: none"> • Annual Report Update • Case Assistance Trends • Emerging Issues and Current Priorities Faculty <p>(b) (6) (DL), AILA CIS Ombudsman Liaison Committee Chair, Chicago, IL</p> <p>(b) (6) Acting Ombudsman, Office of the CIS Ombudsman, DHS, Washington, DC</p> <p>(b) (6) Acting Deputy Ombudsman, Office of the CIS Ombudsman, DHS, Washington, DC</p> <p>(b) (6) Chief of Policy, Office of the CIS Ombudsman, DHS, Washington, DC</p> <p>(b) (6) Chief of Casework, Office of the CIS Ombudsman, DHS, Washington, DC</p>
11:20 am–12:10 pm	EXECUTIVE OFFICE FOR IMMIGRATION REVIEW (EOIR) OPEN FORUM <ul style="list-style-type: none"> • Disparity in Removal Relief Grant Rates • Departures from the EOIR Practice Manual • Equal Access to Technology in Removal Proceedings • Regulatory Changes and Updates • OCAHO Update • BIA Caseload and Staffing Faculty <p>(b) (6) (DL), AILA Board of Governors/EOIR Liaison Committee Chair, Greensboro, NC</p> <p>(b) (6) AILA EOIR Liaison Committee Member/AILA Author, <i>Immigration Consequences of Criminal Activity</i>, 6th Ed., Miami, FL</p> <p>(b) (6) Director, EOIR, Falls Church, VA</p> <p>(b) (6) Chairman, BIA, EOIR, Falls Church, VA</p> <p>(b) (6) Chief Immigration Judge, EOIR, Falls Church, VA</p> <p>(b) (6) General Counsel, EOIR, Falls Church, VA</p> <p>(b) (6) Chief Administrative Hearing Officer, OCAHO, EOIR, Falls Church, VA</p>

12:10 pm–1:10 pm

LUNCH (INCLUDED WITH REGISTRATION)

1:10 pm–2:00 pm

INTERAGENCY OPEN FORUM

This interagency open forum includes speakers from several agencies who will discuss issues that cross agency jurisdictional lines. The speakers will address questions concerning conflicting agency interpretations and issues that are impacted by different agency policies.

Faculty

(b) (6) (DL), AILA Director of Liaison, Washington, DC

(b) (6) AILA Conference Program Chair/USCIS HQ Liaison Committee Chair,
Columbus, OH

(b) (6) Director of Legal Affairs, Visa Office, Bureau of Consular Affairs,
DOS, Washington, DC

**TBD*

2:05 pm–2:55 pm

U.S. CUSTOMS AND BORDER PROTECTION (CBP) FIELD OPERATIONS OPEN FORUM

- Update on NAFTA Adjudications
- CBP Interpretation of Unlawful Presence
- CBP Access to Travelers' Social Media
- New Trends and Issues

Faculty

(b) (6) (DL), AILA CBP Liaison Committee Chair, Buffalo, NY

(b) (6), (b) (7)(C) Deputy Executive Director, Admissibility and Passenger Programs, CBP,
Washington, DC

(b) (6), (b) (7)(C) Acting Director, Enforcement Programs, CBP, Washington,

(b) (6), (b) (7)(C) Director, ESTA, Admissibility and Passenger Programs, CBP,
Washington, DC

3:00 pm–3:50 pm

U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT (ICE) OPEN FORUM

- Access to Counsel
- Detention Standards: Future of Family Detention
- New E-Service Filing Program
- Changes Under the New Administration
- Future of Worksite Enforcement

Faculty

(b) (6) (DL), AILA ICE Liaison Committee Chair, Cleveland, OH

(b) (6) AILA ICE Liaison Committee Vice Chair, Oakland, CA

**TBD, Principal Legal Advisor, ICE, Washington, DC*

(b) (6), (b) (7)(C) Acting Principal Legal Advisor, ICE, Washington, DC

(b) (6), (b) (7)(C) Director of Field Legal Operations, Office of Principal Legal Advisor,
ICE, Washington, DC

(b) (6), (b) (7)(C) Executive Associate Director, ICE ERO, Washington, DC

(b) (6), (b) (7)(C) Deputy Assistant Director, ICE HSI, Washington, DC

3:50 pm–4:00 pm

NETWORKING BREAK

4:00 pm–4:50 pm

U.S. DEPARTMENT OF STATE (DOS) OPEN FORUM

- Technology Update: Electronic Applications, Electronic Submissions, EVUS
- Visa Revocations
- Update on India: Wait Times, Expansion of Mission India
- Visa Revalidation

Faculty

(b) (6) (DL), AILA DOS Liaison Committee Chair, London, UK
(b) (6) AILA DOS Liaison Committee Vice Chair, Houston, TX
(b) (6) Director of Legal Affairs, Visa Office, Bureau of Consular Affairs,
DOS, Washington, DC
(b) (6) Chief, Advisory Opinions Division, Bureau of Consular Affairs, DOS,
Washington, DC
(b) (6) Director, National Visa Center, Deputy Director for Visa Services,
DOS, Portsmouth, NH

4:55 pm–5:45 pm

CBP BORDER PATROL OPEN FORUM

- Treatment of Asylum Seekers
- Use of Force
- Conditions in Temporary Holding Cells
- CBP/Border Patrol Complaint Process

Faculty

(b) (6) (DL), AILA CBP Border Patrol Liaison Committee Chair, Phoenix, AZ
*Ronald Vitiello, Chief, U.S. Border Patrol, CBP, Washington, DC

5:45 pm

CONFERENCE CONCLUDES

Conference Program Committee

(b) (6) AILA Conference Program Chair/USCIS HQ Liaison Committee Chair, Columbus, OH
(b) (6) AILA CBP Border Patrol Liaison Committee Chair, Phoenix, AZ
(b) (6) AILA CIS Ombudsman Liaison Committee Chair, Chicago, IL
(b) (6) AILA Board of Governors/EOIR Liaison Committee Chair, Greensboro, NC
(b) (6) AILA Board of Governors/Department of Labor Liaison Chair, Atlanta, GA
(b) (6) AILA DOS Liaison Committee Chair, London, UK
(b) (6) AILA ICE Liaison Committee Chair, Cleveland, OH
(b) (6) AILA CBP Liaison Committee Chair, Buffalo, NY
(b) (6) AILA Senior Director, Education, Washington, DC

(b) (6), (b) (7)(C)

Subject: AILA Spring CLE Conference
Location: Washington Court Hotel, Washington, DC

Start: Fri 4/7/2017 12:00 AM
End: Sat 4/8/2017 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: VITIELLO, RONALD D (USBP)



AILA Spring CLE Conference Springing CLE: 0.5 credit...	Vitello Ronald D (USBP)	AILA Spring CLE Conference 0.5 credit to be awarded...	Vitello Ronald D (USBP)
------------------------------------------------------------	----------------------------	-----------------------------------------------------------	----------------------------

(b) (6), (b) (7)(C)

From: VITIELLO, RONALD D (USBP)
Sent: Friday, February 24, 2017 3:55 PM
To: (b) (6)
Cc: (b) (6); (b) (6), (b) (7)(C)
Subject: RE: 2017 AILA Spring CLE Conference: Speaker Invitation

Follow Up Flag: Follow Up
Flag Status: Flagged

Thanks XD (b) (6),

Will do my best to participate and respond more formally ASAP.

From: (b) (6)
Sent: Friday, February 24, 2017 8:07:26 PM
To: VITIELLO, RONALD D (USBP)
Cc: (b) (6)
Subject: 2017 AILA Spring CLE Conference: Speaker Invitation

Dear Chief Vitiello:

On behalf of the American Immigration Lawyers Association, we are pleased to invite you to be a speaker at the **2017 AILA Spring CLE Conference** to be held **Friday, April 7, 2017** at the Washington Court Hotel in Washington, DC.

An excerpt from the conference program is included in the attached invitation letter and indicates the day and time of the panel on which you are invited to speak. Also attached is the **preliminary conference program**.

If you are able to attend, please confirm your participation by contacting (b) (6), cc'd on this email, or fax/email back the attached **reply form**.

AILA looks forward to your participation on the program. Please don't hesitate to contact us if you have any questions or concerns.

Sincerely,

(b) (6)
Executive Director
Direct: (b) (6) | Email: (b) (6)
American Immigration Lawyers Association
Main: (b) (6) | Fax: (b) (6) | www.aila.org
1331 G Street NW, Suite 300, Washington, DC 20005

Executive Assistant: (b) (6)
(b) (6)





AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

2017 AILA SPRING CLE CONFERENCE
REPLY FORM-GOVERNMENT REPRESENTATIVES

PLEASE COMPLETE AND RETURN VIA EMAIL OR FAX BY

AS SOON AS POSSIBLE

2017 AILA Spring CLE Program Committee

c/o (b) (6)

1331 G Street, NW Ste (b) (6)

Washington, DC 20005

(b) (6)

FAX: (b) (6)

_____ I hereby confirm that I **will** participate in the **2017 AILA Spring CLE Conference** to be held **Friday, April 7, 2017** at the Washington Court Hotel in Washington, DC.

_____ I **will not** be able to participate in the 2017 AILA Spring CLE Conference.

NAME: _____

EMAIL: _____

PANEL: _____



AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

February 24, 2017

Mr. Ronald Vitiello
Chief, U.S. Border Patrol
U.S. Customs and Border Protection
1300 Pennsylvania Ave.
Washington, DC 20229

(b) (6), (b) (7)(C)

**Re: 2017 AILA Spring CLE Conference: Immigration and the New
Administration**

Dear Chief Vitiello:

On behalf of the American Immigration Lawyers Association, we are pleased to invite you to be a speaker at the **2017 AILA Spring CLE Conference** to be held Friday, April 7, 2017 at the Washington Court Hotel in Washington, DC.

The AILA Spring CLE Conference is comprised of open forum meetings with federal government officials whose agencies' policies affect our membership's practice. The sessions include the latest developments from DOL, USCIS, the CIS Ombudsman's Office, EOIR, CBP Field Operations, CBP Border Patrol, ICE, and DOS. Over 300 immigration attorneys are expected to attend the conference and we believe that you would provide a vital perspective to our members. We hope that you will accept our invitation to share your insights with this gathering of immigration experts.

Attached is a copy of the preliminary program for the Conference, which indicates the day and time of the panel on which you are invited to participate, as well as the names of the other invited panelists, [see below](#). Also note that all sessions at the conference will be recorded and accessible for purchase via Agora or any third-party vendors under contract with AILA. AILA reserves the rights to this recorded material, as well any associated practice advisories and written materials prepared by speakers for the conference, and may withhold or selectively redact such material.

Please let us know if you are available to be a speaker at your earliest convenience. Enclosed is a reply form for your convenience. If you have any questions or concerns, please do not hesitate to contact (b) (6) AILA Senior Director of Education, (b) (6) at (b) (6)

AILA National Office

1331 G Street NW, Suite 300, Washington, DC 20005
Phone: 202.507.7600 | Fax: 202.783.7853 | www.aila.org

Thank you for considering this invitation. We look forward to your active participation in what promises to be an exciting and informative program.

Sincerely

(b) (6)

Enclosures

1. Reply Form
2. Draft Program

Friday, April 7, 2017

4:55 pm–5:45 pm

CBP BORDER PATROL OPEN FORUM

- Treatment of Asylum Seekers
- Use of Force
- Conditions in Temporary Holding Cells
- CBP/Border Patrol Complaint Process

Faculty

(b) (6), (b) (7)(C) AILA CBP Border Patrol Liaison Committee Chair, Phoenix, AZ

**Ronald Vitiello, Chief, U.S. Border Patrol, CBP, Washington, DC*

AILA National Office

1331 G Street NW, Suite 300, Washington, DC 20005
Phone: 202.507.7600 | Fax: 202.783.7853 | www.aila.org

(b)(6);(b)(7)(C)

Subject:

(b)(6);(b)(7)(C)

dinner

Start:

Wed 4/26/2017 4:00 PM

End:

Wed 4/26/2017 6:30 PM

Recurrence:

(none)

Meeting Status:

Accepted

Organizer:

(b)(6);(b)(7)(C)

Required Attendees:

PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Call W/ (b)(6);(b)(7)(C)

Start: Tue 4/18/2017 9:00 AM
End: Tue 4/18/2017 9:30 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Canceled: I-200 Response to OCC
Location: USBP CONFERENCE ROOM (b)

Start: Wed 4/19/2017 2:00 PM
End: Wed 4/19/2017 3:00 PM
Show Time As: Free

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: HULL, AARON A

Required Attendees: LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C; CHAVEZ, GLORIA I; (b) (6), (b) (7)(C)
(b)(6);(b)(7)(C) USBP HQ Adjutants

Optional Attendees: PROVOST, CARLA (USBP); VITIELLO, RONALD D (USBP); (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Importance: High

(b)(6);(b)(7)(C)

Subject: Catch up Discussion

Location: Telephone Call

Start: Fri 4/28/2017 1:30 PM

End: Fri 4/28/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: LUCK, SCOTT A (USBP)

Required Attendees: (b)(6);(b)(7)(C) PROVOST, CARLA (USBP)

Optional Attendees: (b)(6);(b)(7)(C)

Importance: High

Will call in to DCPA (b)(6);(b)(7)(C) direct line

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: CBP EAC Monthly Breakfast
Location: JW Marriot Avenue Grill: 1331 Pennsylvania Ave. NW .

Start: Fri 4/14/2017 6:30 AM
End: Fri 4/14/2017 7:30 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: KOLBE, KATHRYN
Required Attendees: YOUNG, EDWARD E; Owen, Todd C (AC OFO); PEREZ, ROBERT E; SMITH, BRENDA
BROCKMAN; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); WAGNER, JOHN P

(b)(6);(b)(7)(C)

Subject: Coffee with Tim Quinn

Start: Fri 4/28/2017 2:00 PM

End: Fri 4/28/2017 2:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: QUINN, TIMOTHY; (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject: Command Staff Meeting

Location: Conf. Rm (b)(6)

Start: Wed 4/19/2017 12:00 PM

End: Wed 4/19/2017 1:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: VITIELLO, RONALD D (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C;
HOOVER, CRINLEY S; (b) (6), (b) (7)(C)

Chief Vitiello is requesting a Command Staff meeting in Conference Room (b)(6)

(b)(6);(b)(7)(C)

Subject: Cyber Security Awareness (b) (7)(E) training-last day to complete!!!

Start: Fri 4/7/2017 2:00 PM

End: Fri 4/7/2017 2:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Detainer Authority Briefing
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 4/25/2017 2:00 PM
End: Tue 4/25/2017 2:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: FALK, SCOTT K (OCC); Owen, Todd C (AC OFO); PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
PATRICK S FLANAGAN (b)(6);(b)(7)(C)

Please do not forward. if you have any questions please let me know (b)(6);(b)(7)(C)

OCC to provide briefing documents in advance.

(b)(6);(b)(7)(C)

Subject: Female Recruitment Initiative Study

Location: RRB, (b) (7)(E)

Start: Tue 4/18/2017 1:00 PM

End: Tue 4/18/2017 2:30 PM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

<<RE: Female Recruitment Initiative Study - Meeting Request>>

<<RE: Female Recruitment Initiative Study - Meeting Request>>

(b)(6);(b)(7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 12:27 PM
To: (b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

(b) (6), (b) (7)(C)

Will you please reserve April 18th at 2 pm?

Thank you,

(b) (6)

(b) (6)

Executive Administrative Associate & Facilities Manager

Pivotal Practices Consulting LLC

8(a)/WOSB/WBENC/MBE Certified

6301 Ivy Lane, Suite 800

Greenbelt, Maryland 20770

(b) (6) main office

(b) (6) fax

(b) (6) toll-free



www.pivotalpractices.com

(b) (6)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, March 28, 2017 1:16 PM
To: (b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

Good Afternoon,

Chief Provost will be at the NAC Thursday afternoon and has a busy schedule tomorrow. The week of the 3rd through the 6th she is on travel. The next week she will be back is the week of the 17th of April. On the 18th she has availability after 2 pm and on the 18th she has availability after 1200. Please let me know if any of those times work and I will reserve it for you. Thanks.

(b)(6);(b)(7)(C)

Special Assistant

U.S. Border Patrol

Office of the Chief

Desk (b)(6);(b)(7)(C) NEW

Mobile: (b)(6);(b)(7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 1:08 PM
To: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

Good afternoon, (b)(6);(b)(7)(C)

If possible, we are requesting a 90 minute in-person meeting. For your convenience, I would like to suggest the following times for this week:

- Wednesday, March 29 – Anytime between 11:30 am – 4:30 pm
- Thursday, March 30 – Anytime between 1:30- 4:00 pm

Alternatively, please provide a few times that work for Chief Provost for April 3-6th. Thank you.

Sincere regards,

(b) (6)


(b) (6)
Executive Administrative Associate & Facilities Manager

Pivotal Practices Consulting LLC
8(a)/WOSB/WBENC/MBE Certified
6301 Ivy Lane, Suite 800
Greenbelt, Maryland 20770

(b) (6) main office

(b) (6) fax

(b) (6)


www.pivotalpractices.com
(b) (6)

From: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
Sent: Tuesday, March 28, 2017 12:45 PM
To: (b) (6)
Cc: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

(b) (6)

I look forward to meeting with you soon.

I've added (b) (6), (b) (7)(C) and (b)(6);(b)(7)(C) to the string to facilitate scheduling.

Thank you,
Carla

Carla L. Provost
Deputy Chief
USBP

(b)(6);(b)(7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 12:35 PM
To: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
Cc: (b) (6)
Subject: Re: Female Recruitment Initiative Study - Meeting Request

Good afternoon, Chief Provost.

I had a wonderful meeting with Chief Chavez yesterday, and I am even more eager to get our meeting on the calendar. I'll have my EA coordinate with your EA to identify the best opportunity for us to speak.

Sincere regards,

(b) (6)

From: (b) (6)
Date: Wednesday, March 22, 2017 at 8:22 AM
To: (b)(6);(b)(7)(C)
Cc: (b) (6)
(b) (6)
Subject: Female Recruitment Initiative Study - Meeting Request

Good morning, Chief Provost.

As you may be aware, my firm is conducting a review of CBP's 2014 hiring initiative targeted at recruiting female Border Patrol Agents. To date, the team has interviewed several stakeholders - within and outside the USBP, including Acting C1 and Chief (b)(6);(b)(7)(C) at USBPA. We had an exceptional visit to the USBPA and were truly impressed with the quality of the training and the women completing the training.

(b) (6) and I would appreciate being able to speak with you about your experiences and perspectives on any unique challenges experienced by women aspiring to a professional, long-term career in the USBP.

My colleague (b) (6) can work with a member of your staff to schedule a time for us to meet. We are hoping to be able to find a time to speak over the next two or three weeks so that we may submit our preliminary report to the Agency. We recommend scheduling 90 minutes for the meeting so that we can provide an overview of our activities to date and to allow a full exploration of the issues of import in the study. That having been said, I am very sensitive to the many demands on your schedule so will be grateful for whatever time you are able to spend speaking with us.

I have attached my professional bio for your awareness.

Most respectfully,

(b) (6)

(b) (6), (b) (7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 12:27 PM
To: (b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

Ms. (b) (6), (b) (7)(C)

Will you please reserve April 18th at 2 pm?

Thank you,

(b) (6)

(b) (6)

Executive Administrative Associate & Facilities Manager

Pivotal Practices Consulting LLC

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Greenbelt, Maryland 20770

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(b) (6) fax

(b) (6) toll-free



www.pivotalpractices.com

(b) (6)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, March 28, 2017 1:16 PM
To: (b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

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(b)(6);(b)(7)(C)

Special Assistant

U.S. Border Patrol

Office of the Chief

Desk (b)(6);(b)(7)(C) NEW

Mobile: (b)(6);(b)(7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 1:08 PM
To: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

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Alternatively, please provide a few times that work for Chief Provost for April 3-6th. Thank you.

Sincere regards,

(b) (6)

(b) (6)

Executive Administrative Associate & Facilities Manager

Pivotal Practices Consulting LLC

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6301 Ivy Lane, Suite 800

Greenbelt, Maryland 20770

(b) (6) main office

(b) (6) fax

(b) (6) toll-free



www.pivotalpractices.com

(b) (6)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, March 28, 2017 12:45 PM
To: (b) (6)
Cc: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: RE: Female Recruitment Initiative Study - Meeting Request

(b) (6)

I look forward to meeting with you soon.

I've added (b)(6);(b)(7)(C) to the string to facilitate scheduling.

Thank you,
Carla

Carla L. Provost
Deputy Chief
USBP

(b)(6);(b)(7)(C)

From: (b) (6)
Sent: Tuesday, March 28, 2017 12:35 PM
To: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
Cc: (b) (6)
Subject: Re: Female Recruitment Initiative Study - Meeting Request

Good afternoon, Chief Provost.

I had a wonderful meeting with Chief Chavez yesterday, and I am even more eager to get our meeting on the calendar. I'll have my EA coordinate with your EA to identify the best opportunity for us to speak.

Sincere regards,

(b) (6)

From: (b) (6)
Date: Wednesday, March 22, 2017 at 8:22 AM
To: (b)(6);(b)(7)(C)
Cc: (b) (6)
Subject: Female Recruitment Initiative Study - Meeting Request

Good morning, Chief Provost.

As you may be aware, my firm is conducting a review of CBP's 2014 hiring initiative targeted at recruiting female Border Patrol Agents. To date, the team has interviewed several stakeholders - within and outside the USBP, including Acting C1 and Chief (b)(6);(b)(7)(C) at USBPA. We had an exceptional visit to the USBPA and were truly impressed with the quality of the training and the women completing the training.

(b) (6) and I would appreciate being able to speak with you about your experiences and perspectives on any unique challenges experienced by women aspiring to a professional, long-term career in the USBP.

My colleague (b) (6) can work with a member of your staff to schedule a time for us to meet. We are hoping to be able to find a time to speak over the next two or three weeks so that we may submit our preliminary report to the Agency. We recommend scheduling 90 minutes for the meeting so that we can provide an overview of our activities to date and to allow a full exploration of the issues of import in the study. That having been said, I am very sensitive to the many demands on your schedule so will be grateful for whatever time you are able to spend speaking with us.

I have attached my professional bio for your awareness.

Most respectfully,

(b) (6)

(b)(6);(b)(7)(C)

Subject: Final Requirements (OMB) Slide deck
Location: USBP CONFERENCE ROOM (b)

Start: Mon 4/24/2017 11:00 AM
End: Mon 4/24/2017 12:00 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

USBP Leadership OMB pre-brief prior to briefing EAC Kolbe

* Due to short suspense, EAC Kolbe's brief is scheduled for the same day 4/24 @ 3:30 p.m.

* EAC Kolbe's office has coordinated with and will schedule follow up brief—regarding the same--with (b)(6), (b)(7)(C) on 4/26 @ 1000 a.m. who has a 4/26 C.O.B suspense on this topic.

<<SWB ROADMAP (CBP-OMB).pptx>>

From: HUFFMAN, BENJAMINE C

Sent: Thursday, April 20, 2017 4:40 PM

To: KOLBE, KATHRYN (b)(6), (b)(7)(C)

Cc: PROVOST, CARLA (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)

Subject: FW: Final Requirements (OMB) Slide deck

EAC Kolbe,

In regards to (b)(6), (b)(7)(C) request for a briefing to "walk OMB through the output of that process", (b)(6);(b)(7)(C) has some more insight into what she is referring too. Our ORMB staff ran into her on H St., which they often do because her office is nearby. (b)(6), (b)(7)(C) is referring to the Southwest Border Capabilities Roadmap brief (attached) that was completed mid-April. She was aware of the project and we are prepared to brief it to her. In advance of that, I would suggest that we brief you out on the SWB Roadmap first in order to provide you with a better understanding of our processes, in addition I believe our team will be able to answer any further questions you may have. We are available to brief anytime you are available.

Sincerely,

Carry

Benjamin "Carry" Huffman

U.S. Border Patrol

Chief of Strategic Planning & Analysis

Washington, DC

O (b)(6);(b)(7)(C)

M (b)(6);(b)(7)(C)

From: (b)(6), (b)(7)(C)

Sent: Thursday, April 20, 2017 1:03 PM

To: KOLBE, KATHRYN (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) CALVO, KARL H.
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) BORKOWSKI, MARK S (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: Requirements for outyear planning

Hi Kathryn,

When we met last month to discuss the reprogramming, budget amendment, and overall strategy for the border wall and related investments, we were told the USBP requirements process would be completed by mid-April. Could you please provide an update and, if possible, help coordinate a briefing to walk OMB through the output of that process?

(b) (5)

Thanks in advance,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Office of Management and Budget

(b) (6), (b) (7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, March 24, 2017 4:54 PM

To: HUFFMAN, BENJAMINE C (b) (6), (b) (7)(C)

Cc: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C) VITIELLO, RONALD D (USBP)

(b) (6), (b) (7)(C) > LUCK, SCOTT A (USBP) (b) (6), (b) (7)(C) HOOVER, CRINLEY S
(b) (6), (b) (7)(C)

Subject: Final Requirements (OMB) Slide deck

Chief:

Attached is the complete slide deck for the USBP requirements work that was initiated 8 weeks ago. As you have said a few times since your arrival, "it is a great time to be in the USBP". With the level of expertise at SPAD/ORMD and in the field that put this together, our organization should be very well prepared in terms of succession management.

(b)(6);(b)(7)(C) will be around on Monday to answer any questions and to assist with preparation for 4th floor/external briefs over the next 7-10 days. (b)(6);(b)(7)(C) will be on travel resuming his (b) (6), (b) (7)(C).

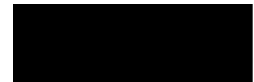
Have a good weekend. (b)(6);(b)(7)(C)



Southwest Border Capability Roadmap

USBP/SPA/ORMD

March 2017



Introduction

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)



Operating Environment and Investment Strategy

(b) (7)(E)



(b) (7)(E)

(b) (7)(E)

(b) (7)(E)



Geographic & Capability Prioritization

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

The Roadmap



Personnel

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

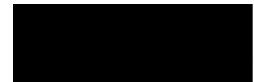
(b) (7)(E)

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Wall

(b) (7)(E)

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(b) (7)(E)

(b) (7)(E)



Mobility and Access

(b) (7)(E)



Commercial Technology Innovation/Future Capabilities

(b) (7)(E)

(b) (7)(E)



Non-Materiel Requirements

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b)(6);(b)(7)(C)

Subject: FW: *New Time* (b) (7)(E) Cases
Location: Dial-in: (b) (7)(E) - Participant code (b) (7)(E)
Start: Thu 4/27/2017 4:00 PM
End: Thu 4/27/2017 4:30 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: (b)(6);(b)(7)(C)

Aaron,

Please look at the attached write-ups and review for accuracy. Once complete, I will let Patrick know. I am also reviewing.

Scott A. Luck
Chief-Law Enforcement Operations
U.S. Border Patrol Headquarters
1300 Pennsylvania Ave. NW
Washington, D.C. 20229

(b)(6);(b)(7)(C)

Sent via iPhone

From: AKI, SIDNEY K on behalf of (b)(6);(b)(7)(C)
Sent: Saturday, April 29, 2017 4:30:47 AM
To: LUCK, SCOTT A (USBP)
Subject: FW: *New Time* (b) (7)(E) Cases
When: Thursday, April 27, 2017 3:00 PM-3:30 PM.
Where: Dial-in: (b) (7)(E) - Participant code (b) (7)(E)

Scott,

Apologies for the weekend email!

This past Thursday I was on a conference call with (b) (7)(E)
(b) (7)(E)

(b) (7)(E)

(b) (6), (b) (7)(C), (b) (7)(E), (b) (5)

If more time is needed I can request an amendment to the due date. Thx.

All times listed are in the following time zone:(UTC-05:00) Eastern Time (US & Canada)

From: Dougherty, Michael

Sent: Thursday, April 27, 2017 4:54:17 PM

To: (b)(6);(b)(7)(C) FLANAGAN, PATRICK S; MILLER, TROY A; (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C) (b) (6), (b) (7)(C); (b)(6);(b)(7)(C)

Subject: FW: *New Time* (b) (7)(E) Cases

When: Thursday, April 27, 2017 5:00 PM-5:30 PM.

Where: Dial-in: (b) (7)(E) - Participant code (b) (7)(E)

-----Original Appointment-----

From: (b)(6);(b)(7)(C)

Sent: Tuesday, April 25, 2017 11:37 AM

To: (b)(6);(b)(7)(C) FLANAGAN, PATRICK S; MILLER, TROY A; (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C) (b) (6), (b) (7)(C) (b)(6);(b)(7)(C)

Subject: *New Time* (b) (7)(E) Cases

When: Thursday, April 27, 2017 5:00 PM-5:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Dial-in: (b) (7)(E) - Participant code (b) (7)(E)

All,

(A)/S (b)(6);(b)(7)(C) will host a conference call on Thursday, April 27th to internally review these cases prior to reaching out the (b) (7)(E)

(b) (5), (b) (6), (b) (7)(C)

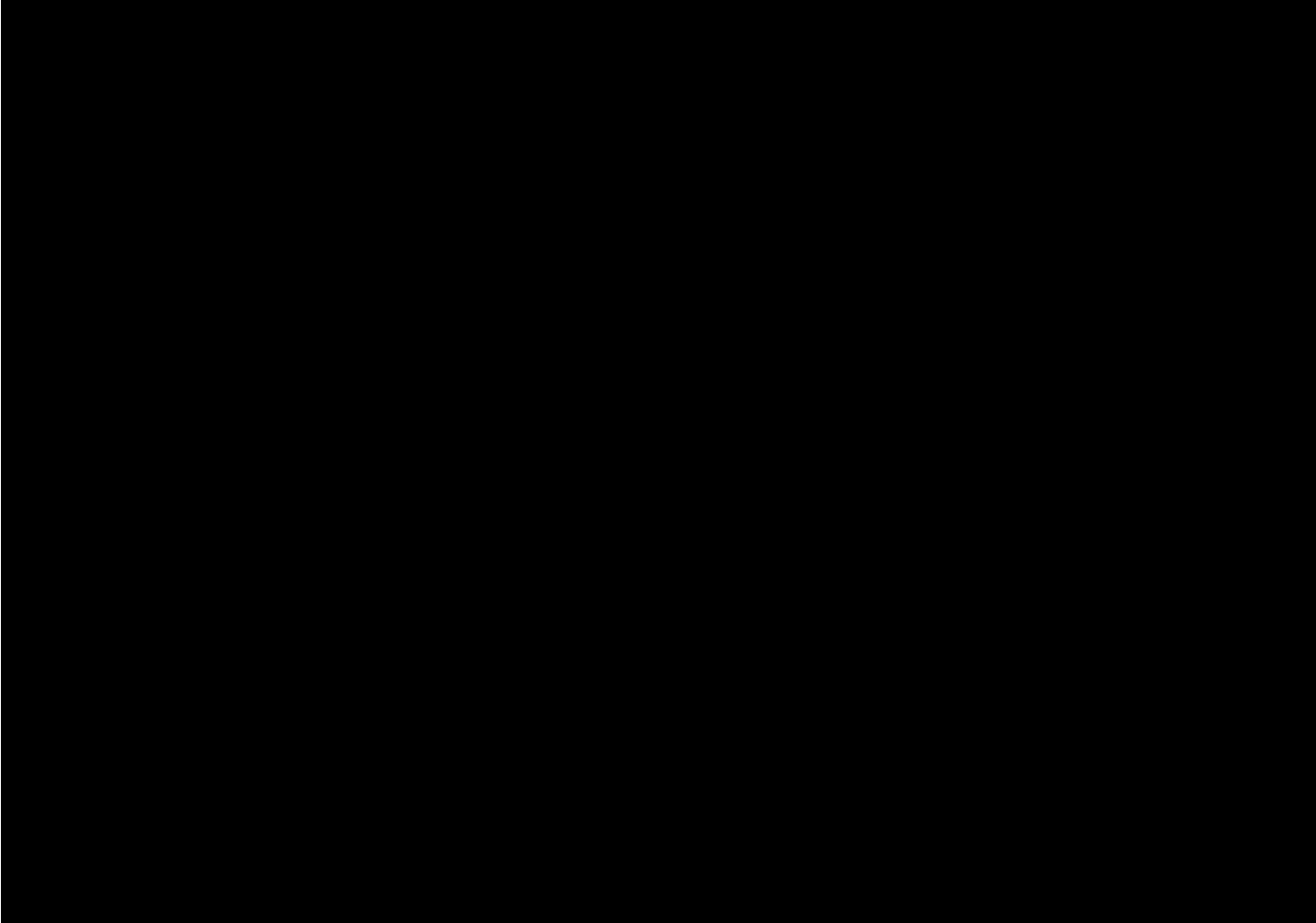


(b) (5)

(b) (7)(E), (b) (6), (b) (7)(C)



(b) (7)(E), (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



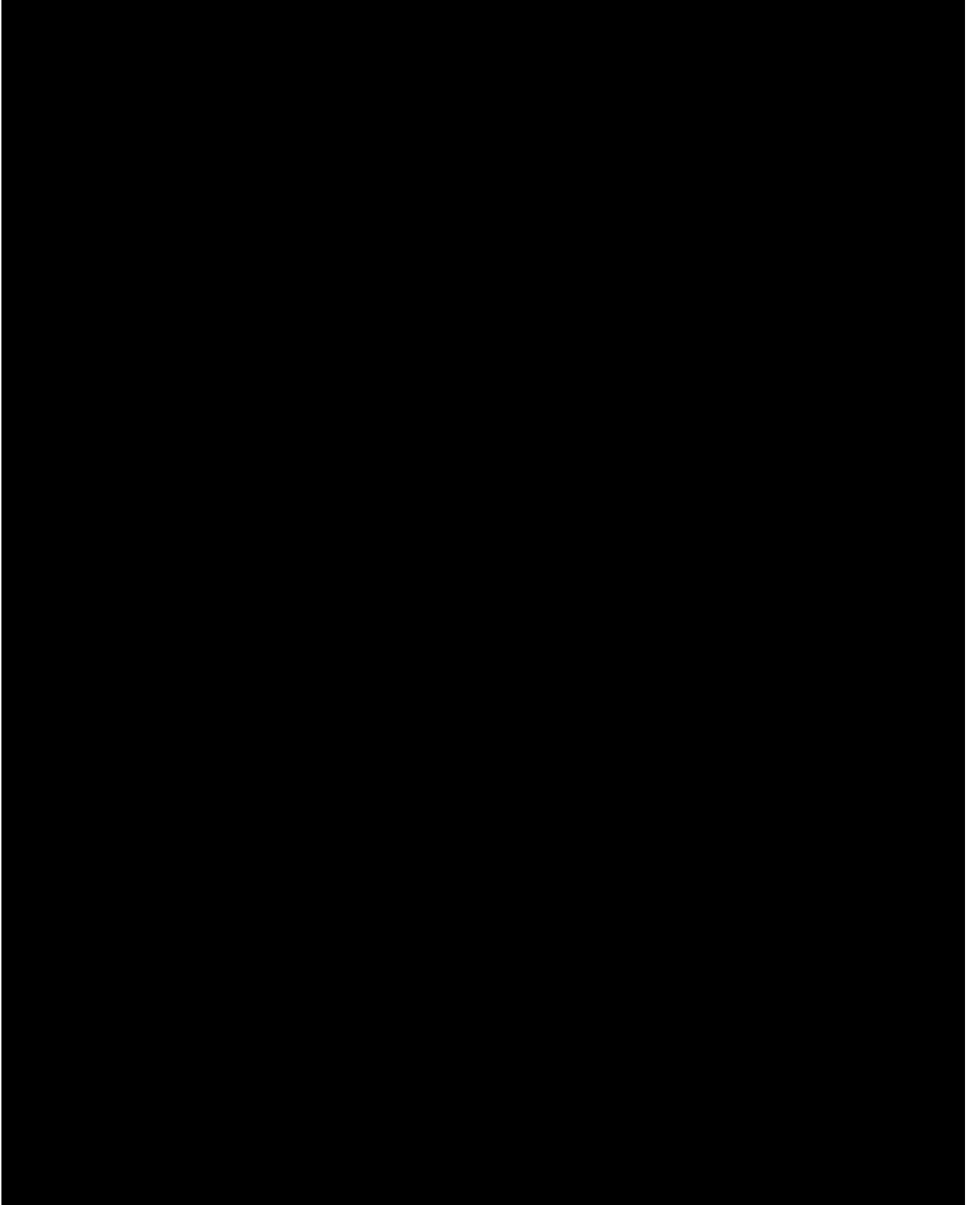
(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b) (6), (b) (7)(C), (b) (7)(E)



(b)(6);(b)(7)(C)

Subject: FY2017 Unfunded Requests for LOB1
Location: RRB, 6th Floor Conf. Rm (b)(6);(b)(7)(C)

Start: Thu 4/27/2017 3:00 PM
End: Thu 4/27/2017 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

<<CBP Unfunded Request Form Instructions V12a.pdf>> <<New UFR Process 2017.pptx>>

The Office of Accountability will be briefing the Line of Business (LOB) 1 Senior Executives to provide information on the FY 2017 UFR process and schedule.

The purpose of the meeting is to present and obtain LOB Executive feedback on their role in overseeing and coordinating office input to the tasking, and what additional support and information they need.

Call In Line: (b) (7)(E)
Participant:

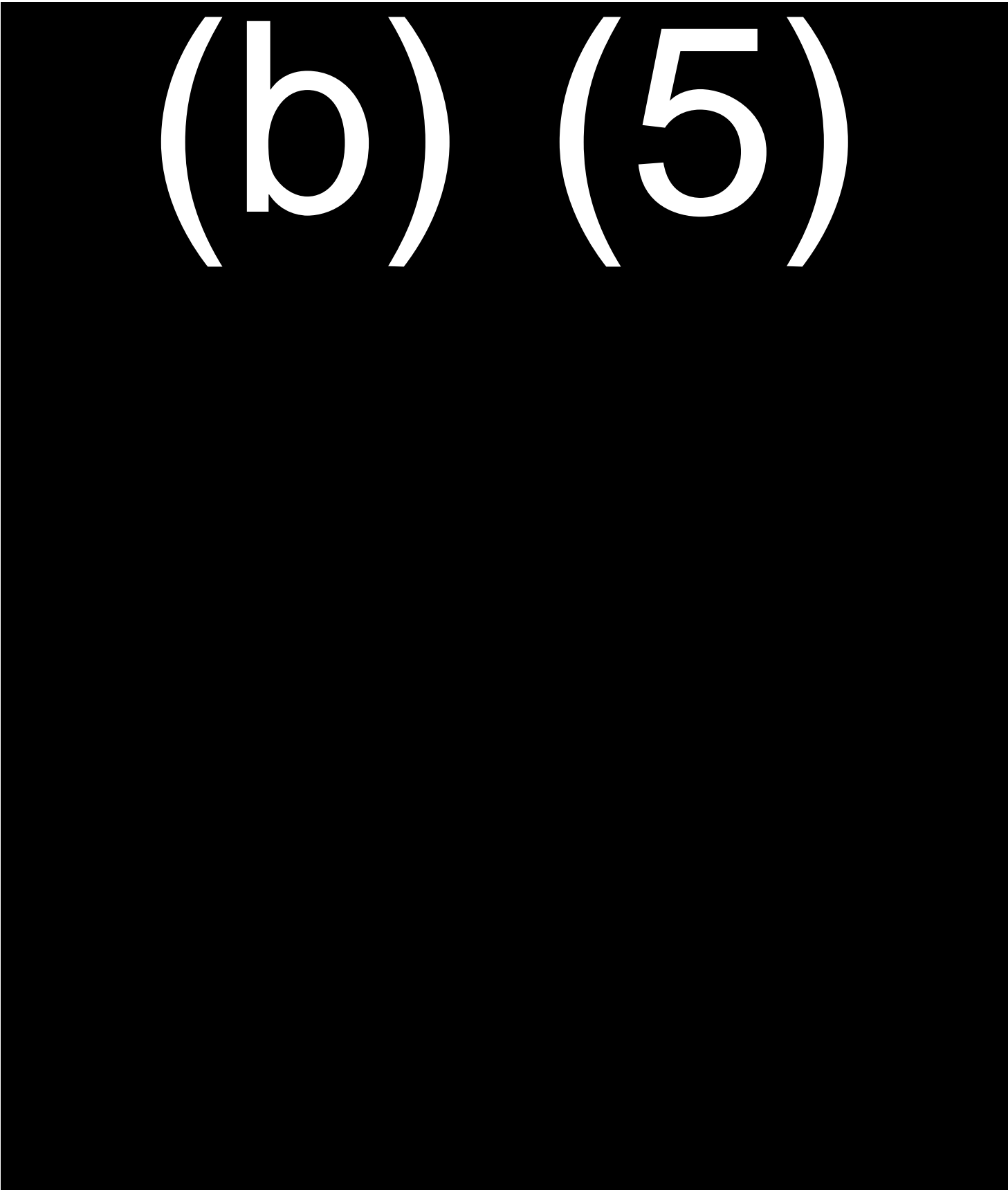
Required Participants:

Acting Chief Provost, United State Border Patrol Acting EAC Young, Air and Marine Operations Acting Deputy Chief (b)(6);(b)(7)(C)
United States Border Patrol (b)(6);(b)(7)(C), Office of Accountability (b) (6), Office of Accountability

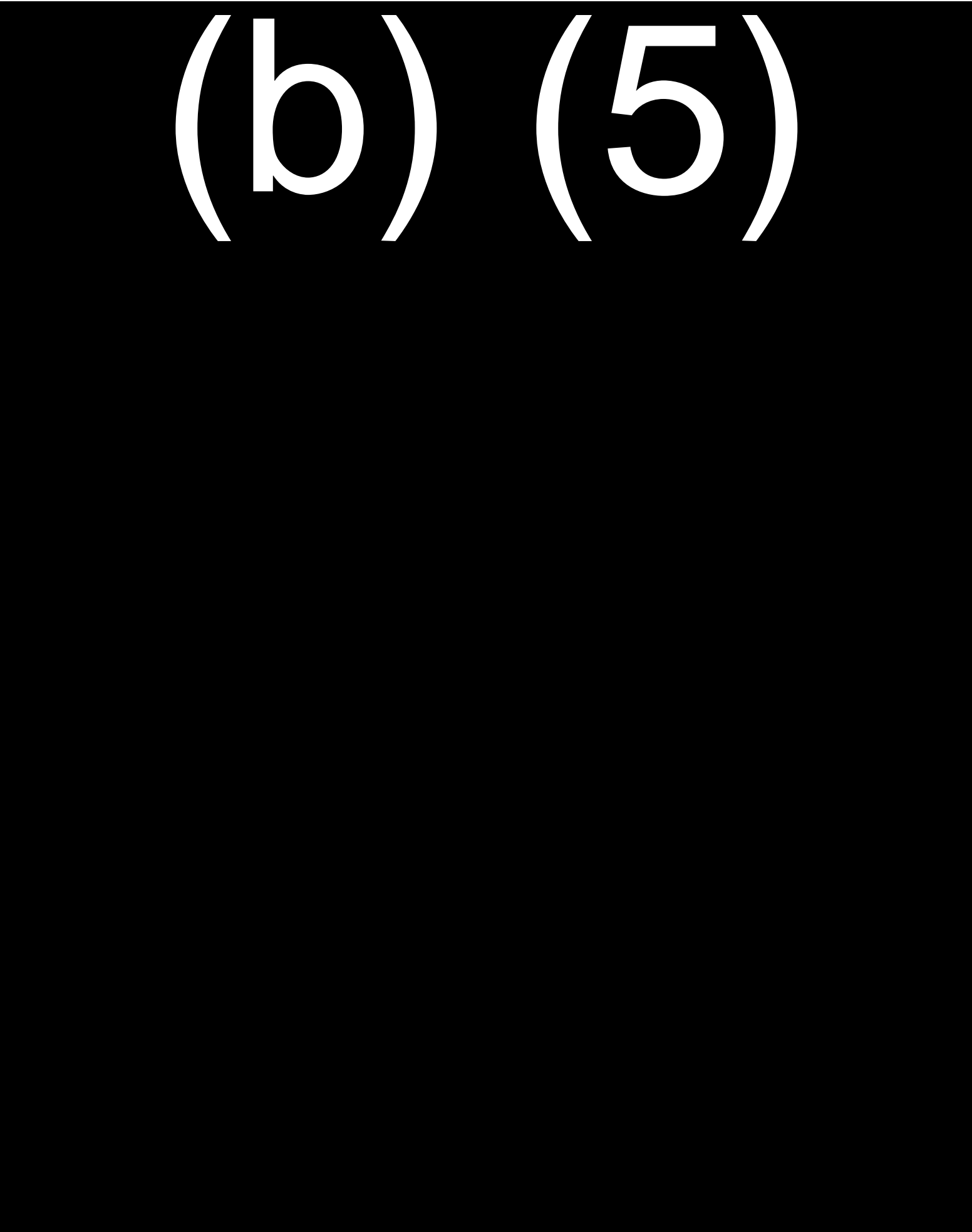
Optional Participants:

EAC Kolbe, Enterprise Services
(b)(6);(b)(7)(C) Office of Programming

(b) (5)



(b) (5)



Unfunded Requests (UFR) Process Improvements

CBP Planning, Programming, Budgeting and Accountability (PPBA)
Office of Finance, Office of Accountability

April 2017



Objectives



- **Share** major changes to the UFR Process;
- **Communicate** the improved method by which UFRs are developed, prioritized and decided;
- **Enhance** the visibility of the UFR Process;
- **Define** the responsibilities and authorities of the LOB owner and Governance;
- **Discuss and agree on** the guiding principles for UFR submissions; and
- **Ensure** the new UFR process adds value.

Benefits of the UFR Process

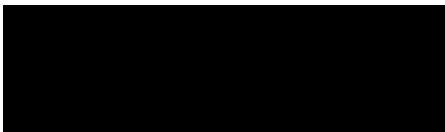


- Addresses changes in requirements and policies which result in adjustments to resource plans
- Identifies funding shortfalls, and will be leveraged to identify efficiencies for potential investments
- Increases communication and transparency within and among LOB owners to identify offsets
- Ensures a formal vetting process for DHS level resource decisions to the Department
- Provides the offices a channel for negotiating office resource gaps within a portfolio context
- Feeds into portfolio planning in future years

FY2017 UFR Changes & Considerations



- The process is transferred from the Office of Finance/Budget to the Office of Accountability, Portfolio Analysis & Integration Division
- Oversight and coordination of activities transferred to LOB owners, facilitated by AO – not a “budget drill”
- Streamlined process for priorities, strategies and decisions on UFRs with enhanced authorities of Line of Business owners and Governance
- Piloting a simplified online form to ensure intake, evaluation, and decisions are documented and tracked to closure.
- LOB owners will be actively engaged in multiple PPBA decision activities concurrently
- Decisions required by mid-June in time for mid-year Reprogramming request to the Department



Responsibilities and Approvals



- Through the UFR process, there is an expectation that the list of UFR submissions will be closely scrutinized by the LOB owner with each office having to articulate options for offsets within their resource base.
- The LOB owner is responsible for prioritizing, advocating, and negotiating trades within the LOB portfolio.
- Resource Management Council (RMC) and Agency Leadership Council (ALC) will only participate in the event an offset is not identified and the need is critical for the agency.
- **UFR Decision Categories:**
 - Additional background information requested
 - Approved in full
 - Approved in part
 - Balance of request will be considered at a future date
 - Denied (not an approved use of resources)

} *Office, *LOB or **CBP Offset*

**LOB escalates to RMC*

***Agency escalates to ALC*

FY17 UFR Schedule



- ✓ **April 26** – LOB executives briefed on UFR instructions and specific guidance
- **May 5** – LOB office's complete submission of UFRs via form online included with CAO Executive Office Tasker (task will be issued on April 21st)
- **May 19** – LOB team evaluation and recommendations to LOB executive committees complete
- **May 26** – LOB executive committee(s) prioritization complete
- **Early-June** – LOB owners/designees propose cross-LOB UFRs to RMC, if required
- **Mid-June** – LOB owners/designees propose escalated UFRs to ALC, if required
- **Early-July** – LOB communication on UFR Decisions complete
- **Mid-July** – UFR Lessons Learned with LOB offices complete

Discussion

- What other stakeholders need this briefing?
- What additional information is required to prepare for prioritization and evaluation of UFRs?
 - LOB analysis team will evaluate historical UFRs and justifications against submissions
 - Categories of submissions will be packaged for LOB owners
 - Analysis of offsets provided
- Who should be involved in the prioritization process?

Guiding Principles

- *No “Pay” UFRs*
- *UFRs should be submitted with realistic attempts to identify offsets*
- *Finance actions ALC-directed only*
- *Full decision, full communication and documentation*
- *Consensus on the criteria for “must-pay”*

Back-Up Slides

CBP Priority Initiatives



(b) (7)(E)

CBP in IC

Legislative Proposals

FY2017 UFR Form and Instructions



1. UFR TITLE	<input type="text"/>
---------------------	----------------------

UFR Title: Name of your Unfunded Request.

2. REQUESTOR	
Date of Request:	<input type="text"/>
Office/Directorate/ Division:	<input type="text"/> <input type="text"/>
Point Of Contact Email Address:	<input type="text"/>

Requestor:

- ❖ **Date of Request:** Submission date of the request.
- ❖ **Office/Directorate/Division:** From the drop down menu select the Office, Directorate, and/or Division submitting the request.
- ❖ **Point of Contact Information:** The person who can respond to any inquiries pertaining to this request.

3. REQUEST SUMMARY
This request is necessary to comply with:
<input type="text"/>

Request Summary: Select one of the drop down items which best describes the area/topic the request complies with. The options are:

- ❖ Audit (IG/GAO Finding)
- ❖ Crisis (Emergency unforeseen Issue)
- ❖ Efficiency (immediate and/or long term cost savings)
- ❖ Legal (Mandated by legislation)

FY2017 UFR Form and Instructions



4. REQUESTED FUNDING DETAIL				
Line of Business	Activity Code	Allocated Amount	Required Amount	Shortfall Amount
Select... *				\$0
Select... *				\$0
Select... *				\$0
Total		\$0	\$0	\$0

Additional budget classification data will be analyzed in the UFR evaluation phase.

Requested Funding Detail:

- ❖ **Line of Business:** From the drop down menu select the associated Line(s) of Business
- ❖ **Activity Code:** To assist in tracking the funding, we are requesting you provide the associated activity code. Additional budget classification funding data will be analyzed in the evaluation phase.
- ❖ **Allocated Amount:** If any funding is allocated for the request show that amount in thousands.
- ❖ **Amount Required:** Total amount of the funding request in thousands.
- ❖ **Shortfall Amount:** This represents your **Amount required** less your **Allocated Amount**.
- ❖ **Total:** Automatically calculated

FY2017 UFR Form and Instructions



5. EXPLANATION OF REQUEST

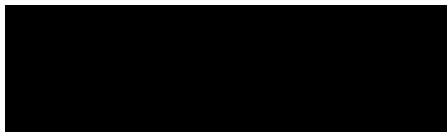
Brief Description (1200 Characters MAX)

Explanation of Request: Provide a brief description on the genesis of the request and how it will be utilized.

6. JUSTIFICATION, MISSION IMPACT, AND RISK IF FUNDS ARE NOT RECEIVED

Brief Description (1200 Characters MAX)

Justification, mission impact, and risk if funds are not received: Provide a compelling narrative on the impact to the mission, U.S citizens or CBP personnel if funding is not received.



FY2017 UFR Form and Instructions



7. PROPOSED CURRENT YEAR OFFSETS

Brief Description (1200 Characters MAX)

Proposed Current Year Offsets: Describe the actions already taken or can be taken to reduce the UFR requirement.

8. PLAN FOR FUTURE YEAR RECURRING COSTS

Brief Description (1200 Characters MAX)

Plan for Future year recurring costs: Describe any possible estimated Operations and Maintenance (O&M) or other out year costs associated with the request and the specified plan to transition the request from UFR to base.

FY2017 UFR Form and Instructions



9. REQUESTING OFFICE'S APPROVAL CONTACT	
Internal Priority Ranking: (Optional)	<input type="text"/>
Name and Title of Assistant Commissioner (AC) or Official Designee:	<input type="text"/>
<i>I certify that the Assistant Commissioner or official designee has formally reviewed and approved this submission.</i>	
<input type="checkbox"/>	
<i>I certify that I have thoroughly examined all resources that are available to me and the requested funds cannot be obtained from internal reprogramming or deferring non-mission critical optional expenditures in this fiscal year.</i>	
<input type="checkbox"/>	

SUBMIT

Requesting Office Certification:

- ❖ **Internal Priority Ranking (Optional):** This box should be used to denote the ranking by the offices' Assistant Commissioner (AC) or official designee.
- ❖ **Name and Title:** Name of AC or official designee.
- ❖ **Certification Statements:** Check the box certifying each statement is true.
- ❖ **Submit:** Once Form is completed and ready for processing.

Previous UFR Process



- **Process**

- In previous years, open to all offices, typically beginning at start of fiscal year, each fiscal year starts a new list

- **Guidance**

- Issued by Budget to offices with parameters
 - Costs or assumptions changed from President's Budget
 - Increase or new start was not rejected in previous Resource Allocation Plan/Decision
 - Priorities should first be funded out of resource base by re-allocation of resources before considered an unfunded request
 - Only recent or significant changes from President's Budget will be considered

- **Review & Approval**

- Line of Business Owners and Integrated Analysis Team Review
- Operations Requirements Review Board (ORRB) approved

(b)(6);(b)(7)(C)

Subject: Getting Polygraph through Congress
Location: Commissioner's Large Conference Room/Dial-In Included
Start: Tue 4/25/2017 9:00 AM
End: Tue 4/25/2017 10:00 AM
Recurrence: (none)
Meeting Status: Accepted
Organizer: ALLES, RANDOLPH D
Required Attendees: JACKSTA, LINDA L (AC HRM); FLANAGAN, PATRICK S; KOLBE, KATHRYN; KARISCH, RODOLFO; (b)(6);(b)(7)(C) Owen, Todd C (AC OFO); YOUNG, EDWARD E; VITIELLO, RONALD D (USBP); (b)(6);(b)(7)(C) PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)
Optional Attendees: LOWRY, KIM M

Dial-In: (b) (7)(E)
PIN: (b) (7)(E)

From: LOWRY, KIM M
Sent: Thursday, March 16, 2017 2:33 PM
To: ALLES, RANDOLPH D (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Cc: JACKSTA, LINDA L (AC HRM) (b)(6);(b)(7)(C) FLANAGAN, PATRICK S (b)(6);(b)(7)(C)
KOLBE, KATHRYN (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) Owen, Todd C (AC OFO) (b)(6);(b)(7)(C) YOUNG, EDWARD E (b)(6);(b)(7)(C) VITIELLO, RONALD D
(b)(6);(b)(7)(C)
Subject: RE: Getting Polygraph through Congress

Sir,
We will follow up to confirm a time with you and the group.
We drafted a strategy a few weeks ago to present and will update the strategy based on activities over the past few weeks and present at the meeting next week.
V/R
Kim

From: ALLES, RANDOLPH D
Sent: Thursday, March 16, 2017 2:22 PM
To: LOWRY, KIM M (b)(6);(b)(7)(C)
Cc: JACKSTA, LINDA L (AC HRM) (b)(6);(b)(7)(C) FLANAGAN, PATRICK S (b)(6);(b)(7)(C)
KOLBE, KATHRYN (b) (6), (b) (7)(C) ; KARISCH, RODOLFO (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) Owen, Todd C (AC OFO) (b)(6);(b)(7)(C) YOUNG, EDWARD E (b)(6);(b)(7)(C) VITIELLO, RONALD D
(b)(6);(b)(7)(C)
Subject: Getting Polygraph through Congress

Kim,

Would like to get together soon to discuss a strategy going forward to get the Polygraph waiver through the Congress. Should include HRM & OPR. Early next week would be good.

V/R

R. D. "Tex" Alles (b)(6);(b)(7)(C) (O)

(b)(6);(b)(7)(C)

Subject: GTM-C, (b)(6);(b)(7)(C)/Provost, DM (AIO), 230pm EST

Start: Fri 4/14/2017 1:30 PM

End: Fri 4/14/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b) (6)

(b) (6), (b) (7)(C)

Fri, Apr 14, 2017 11:30 AM - 12:00 PM MST

Please join my meeting from your computer, tablet or smartphone.

(b) (7)(E)

You can also dial in using your phone.

United States: (b) (7)(E)

Access Code: (b) (7)(E)

Thanks

(b) (6)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject: Hold Integrity Recert

Start: Tue 4/18/2017 11:00 AM

End: Tue 4/18/2017 12:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: HOLD-CBP (b) (7)(E) Meeting

Start: Tue 4/25/2017 12:00 AM

End: Wed 4/26/2017 12:00 AM

Show Time As: Free

Recurrence: (none)

<<FW: Place Holder for DEAC/DAC Attendance to the CBP (b) (7)(E) Meeting>>

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, April 14, 2017 10:39 AM
To: (b) (6), (b) (7)(C).
Subject: FW: Place Holder for DEAC/DAC Attendance to the CBP (b) (7)(E) Meeting

Follow Up Flag: Follow up
Flag Status: Completed

Calendar hold.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, April 14, 2017 11:18:02 AM
To: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
cc: (b)(6);(b)(7)(C)
Subject: Place Holder for DEAC/DAC Attendance to the CBP (b) (7)(E) Meeting

Good Moring,

I wanted to reach out and request a calendar place holder for your DEAC/AC/DAC and/or their designated SES representatives that have been identified as members of the CBP (b) (7)(E) that will have its initial kick-off meeting on the 25th of April 2017 From 2:00-3:00PM.

This Council will be Chaired by the DAC (b) (6), (b) (7)(C), (b) (7)(E))and the following is the list of members who he has coordinated with for participation:

(b) (7)(C) – (b) (6), (b) (7)(C)
USBP – Deputy Chief Carla Provost

(b)(6);(b)(7)(C)

OS – DEAC Mark Kumans

OPA – AC (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Trade – DEAC Cynthia Wittenburg

An official email and calendar invite will be sent early next week to the designated representatives providing additional details regarding this meeting.

Please let me know if there are any questions.

Thanks,

V/R,

(b)(6)

(b)(6);(b)(7)(C)

(A) Chief of Staff

(b) (7)(E)

U.S. Customs and Border Protection

(b)(6);(b)(7)(C) (W)

(b)(6);(b)(7)(C) (M)

JWICS: (b)(6);(b)(7)(C)

HSDN: (b)(6);(b)(7)(C)

(b) (7)(E)

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(b)(6);(b)(7)(C)

Subject: Hold-Integrity.gov certification

Start: Mon 4/17/2017 11:00 AM

End: Mon 4/17/2017 12:30 PM

Recurrence: (none)

Open email for link.

<<FW: Integrity.gov: Report Assigned>>

(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Thursday, March 23, 2017 1:45 PM
To: (b)(6);(b)(7)(C)
Subject: FW: Integrity.gov: Report Assigned

(b)(6);(b)(7)(C)

Please schedule a couple of hours in the coming weeks for me to do this. I can't miss the deadline.

Carla L. Provost
Deputy Chief
USBP
(b)(6);(b)(7)(C)

-----Original Message-----

From: Integrity.gov (b) (7)(E)
Sent: Thursday, March 23, 2017 2:14 PM
To: PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
Subject: Integrity.gov: Report Assigned

(b)(6);(b)(7)(C) assigned you a report in Integrity, <https://integrity.gov>. Your 2017 Annual report is due on May 15, 2017.

Click "Login to Integrity" on the landing page, <https://integrity.gov>.
Logging in requires an active MAX.gov account.

-Current MAX.gov user: click "Login to Integrity" and enter your existing MAX.gov ID and password.

-Never used MAX.gov: click "Login to Integrity" and above the password field, click on the "Forgot, set, or change your password?" link and enter your email address to activate your MAX.gov account and set your password.

(b)(6);(b)(7)(C)

Subject: I-200 Update

Location: USBP CONFERENCE ROOM (b)

Start: Fri 4/21/2017 1:00 PM

End: Fri 4/21/2017 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: (b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C; (b)(6);(b)(7)(C) PROVOST,
CARLA (USBP); VITIELLO, RONALD D (USBP); USBP HQ Adjutants; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: LOB1 RAP Brief
Location: Conf. Room (b)(7)(C)

Start: Fri 4/21/2017 11:30 AM
End: Fri 4/21/2017 12:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

Meet with ASC (b)(6);(b)(7)(C) and Office of Programming regarding LOB1 items.

Read ahead provided at a later date.

*Room Changed.

<<RMC RAP Brief Template 20170421.pptx>>

Call in number

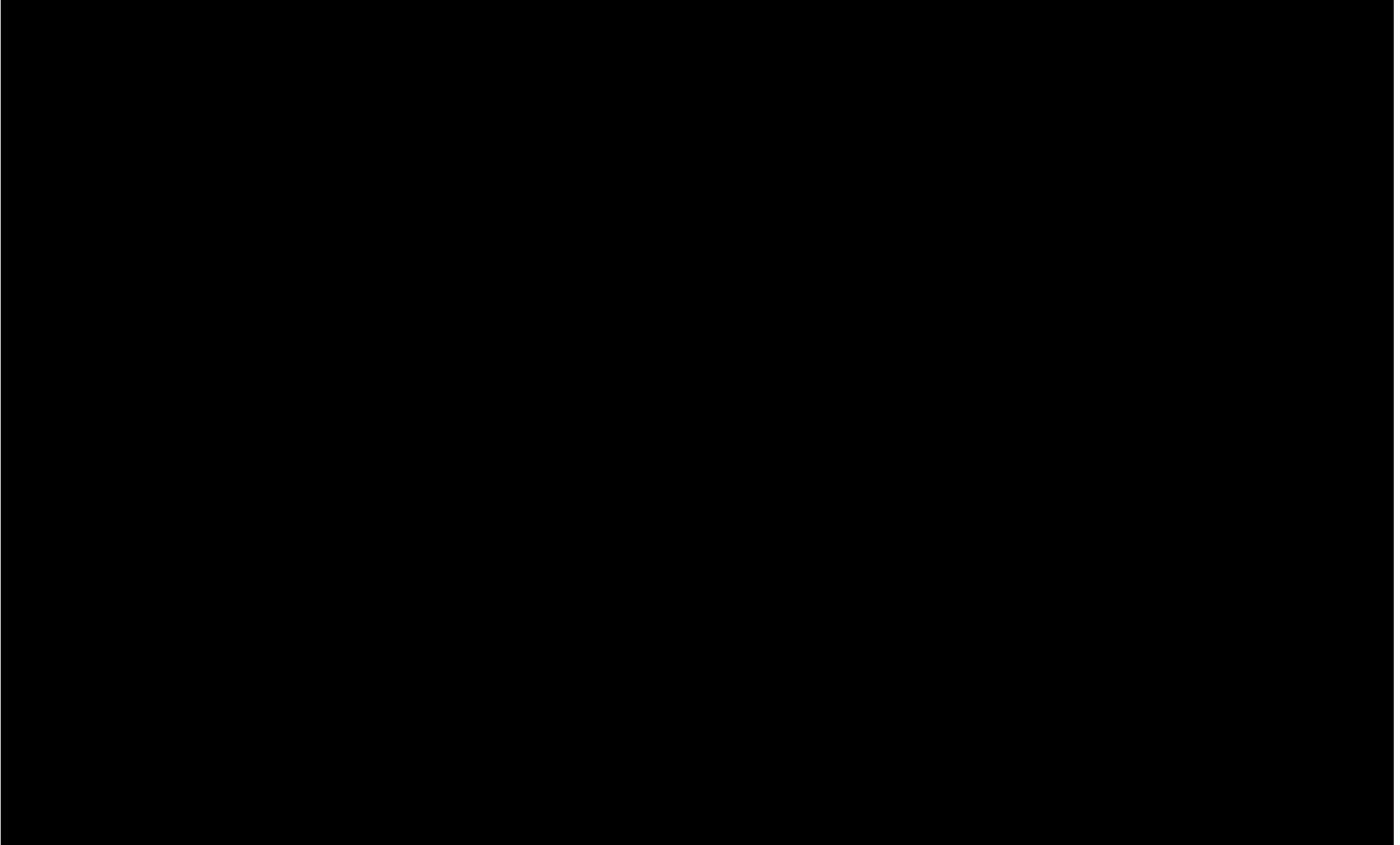
(b) (7)(E)
Code: (b) (7)(E)

(b) (5)

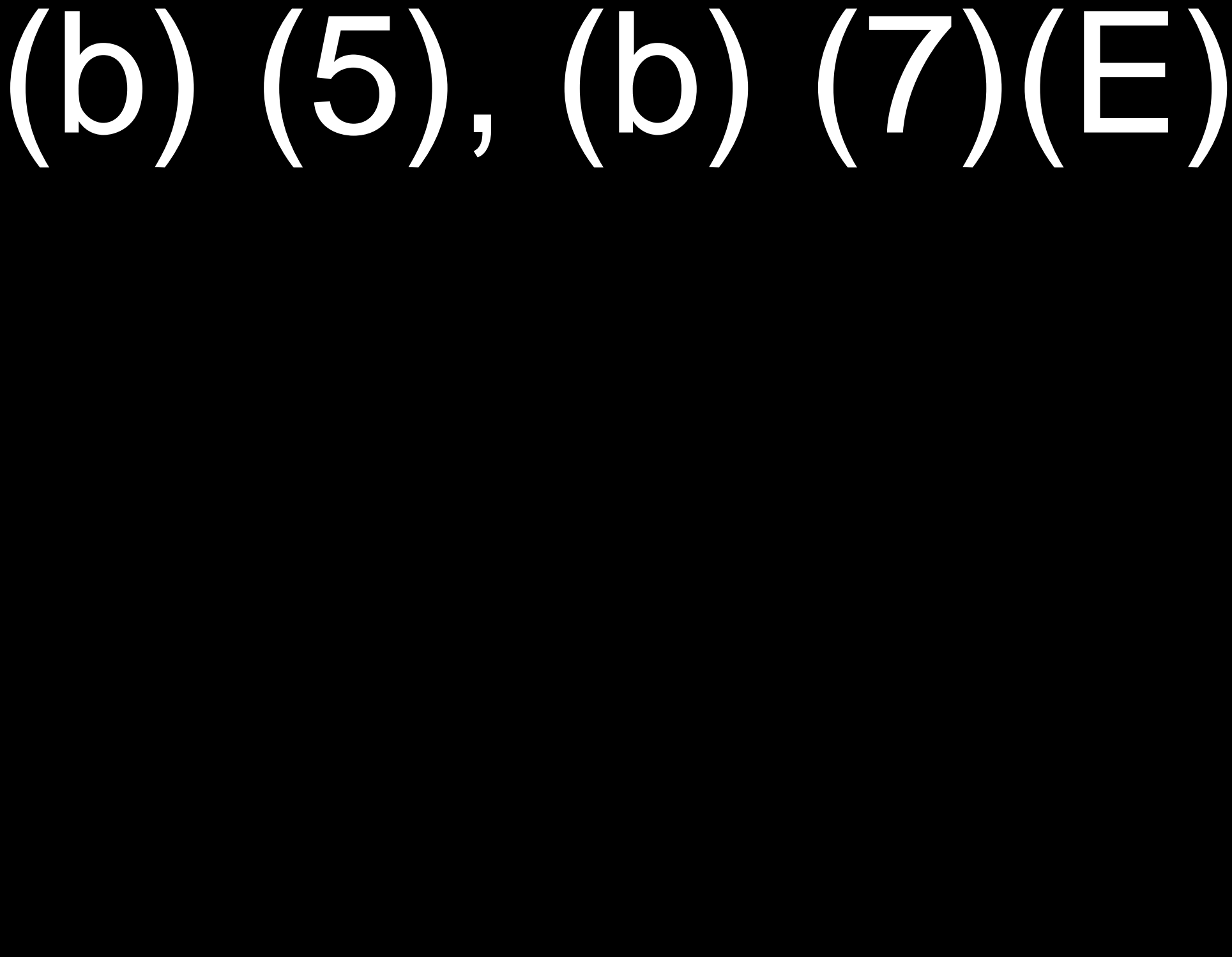
(b) (5)

(b) (5)

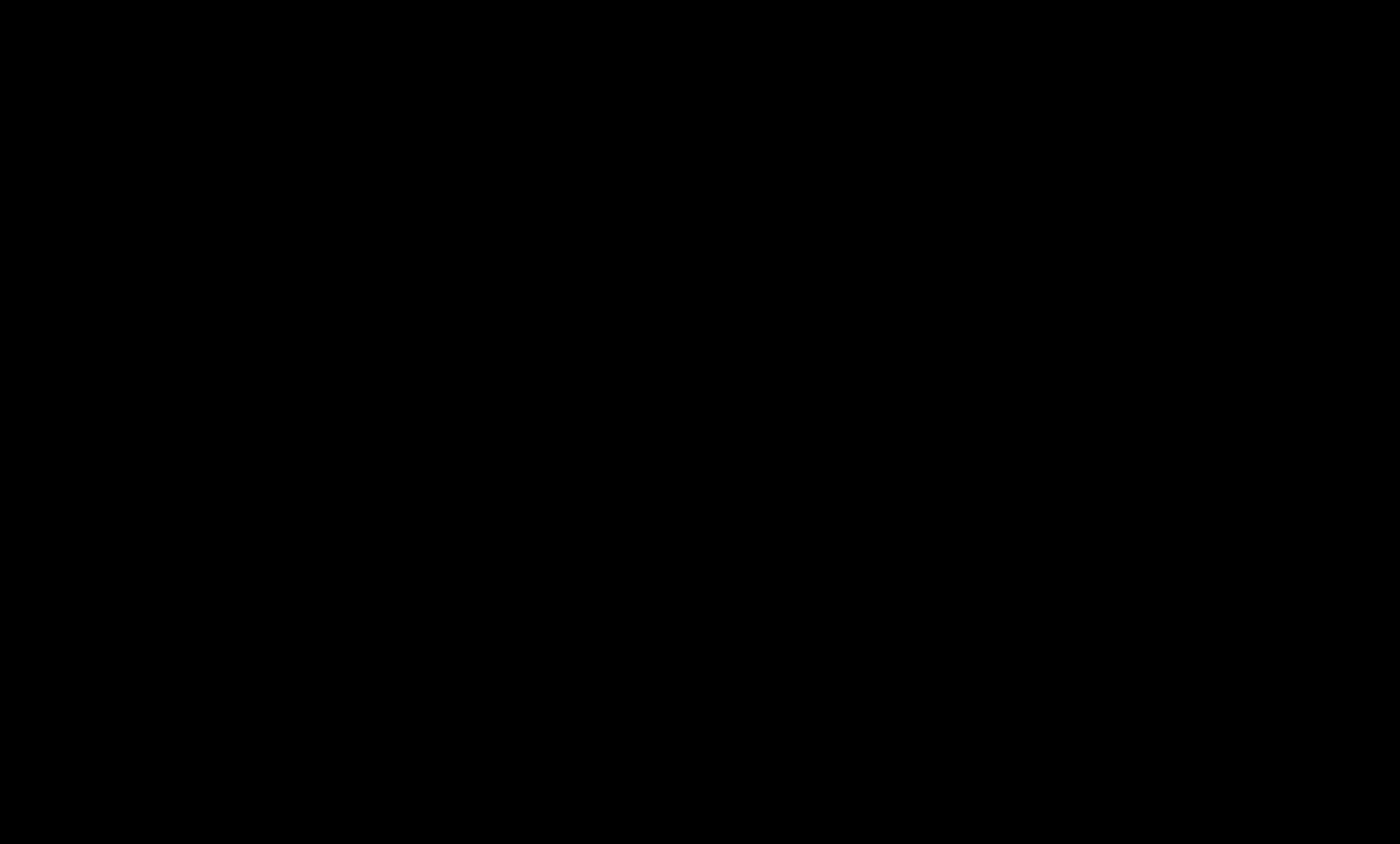
(b) (5), (b) (7)(E)



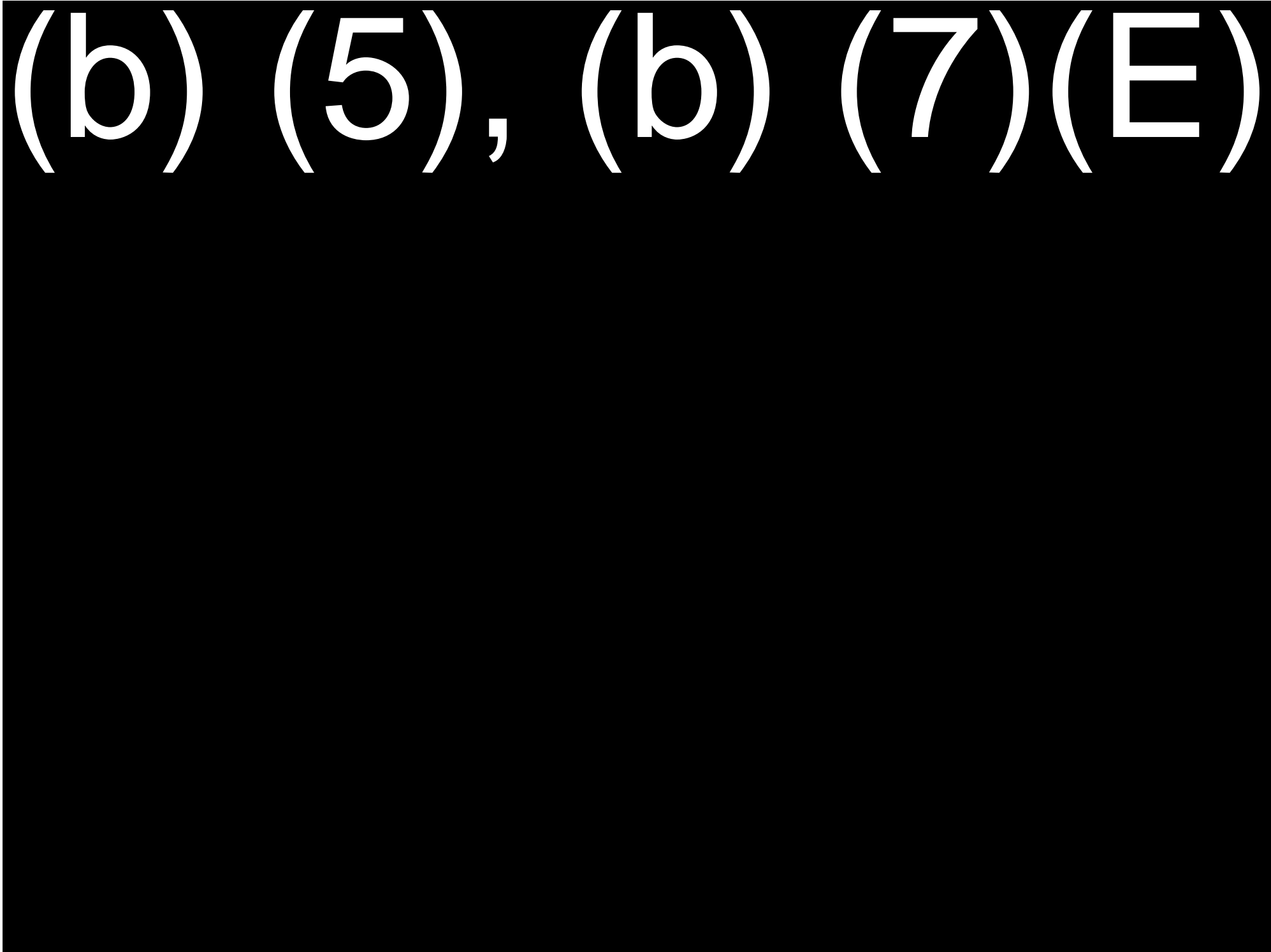
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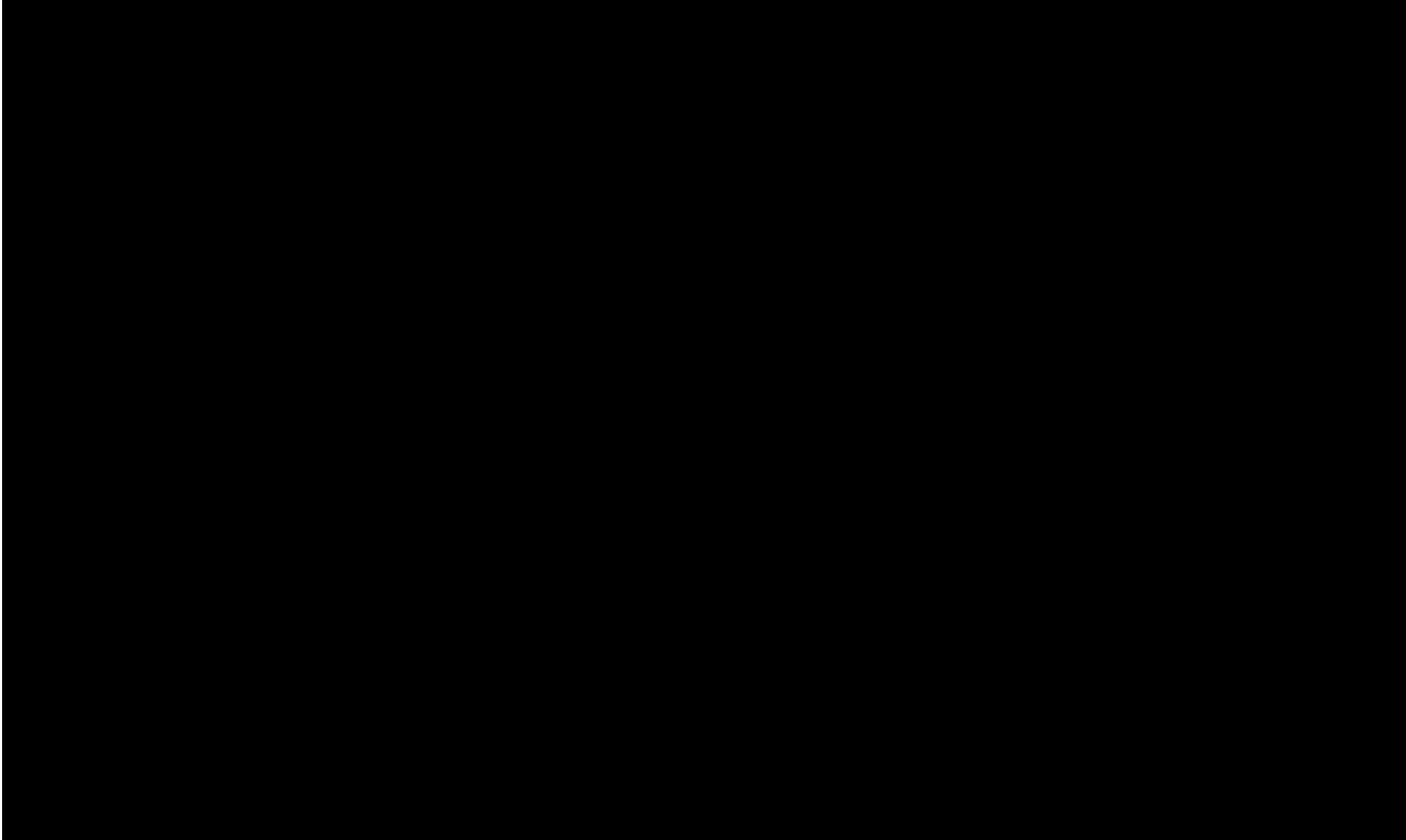
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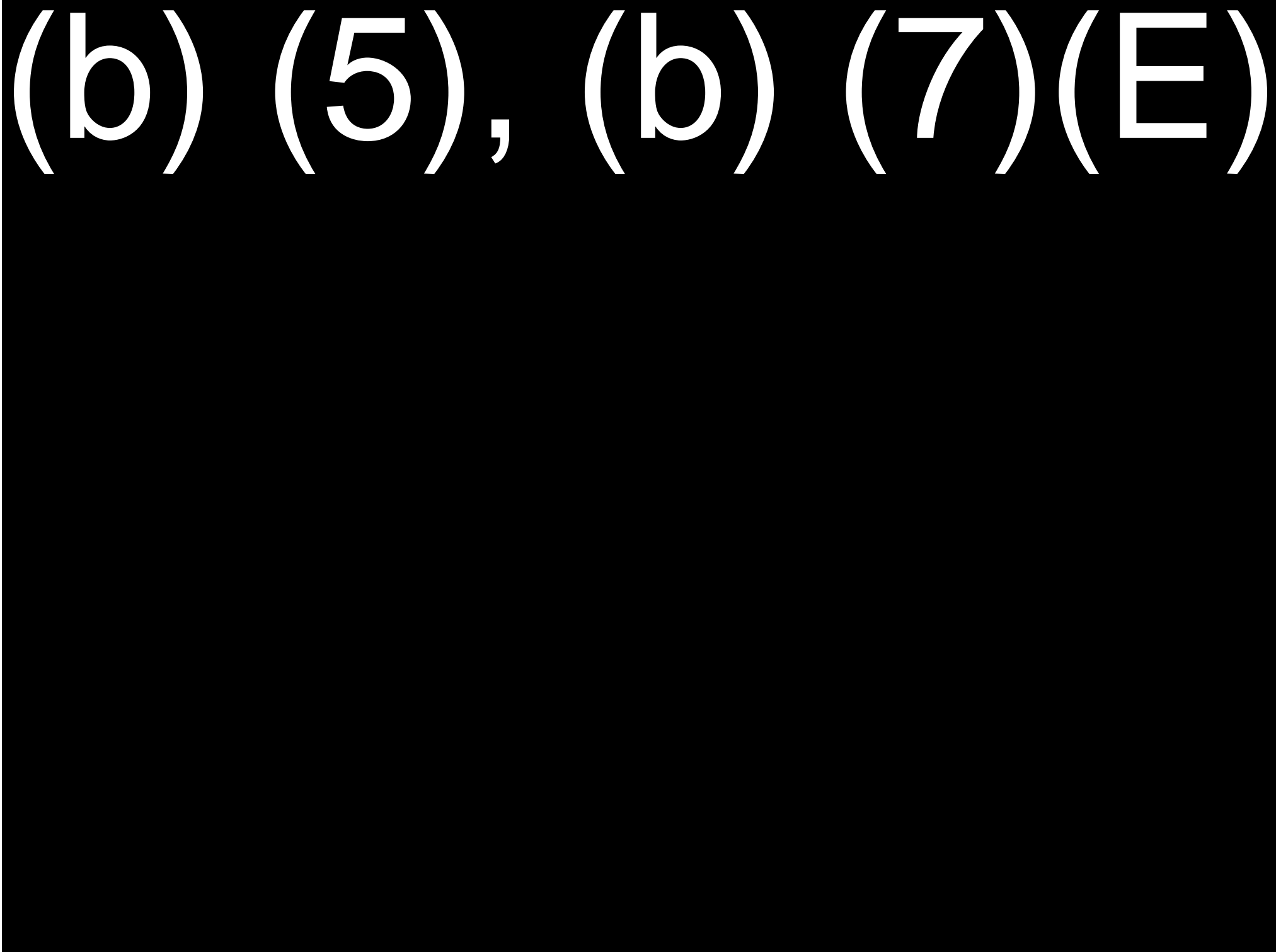
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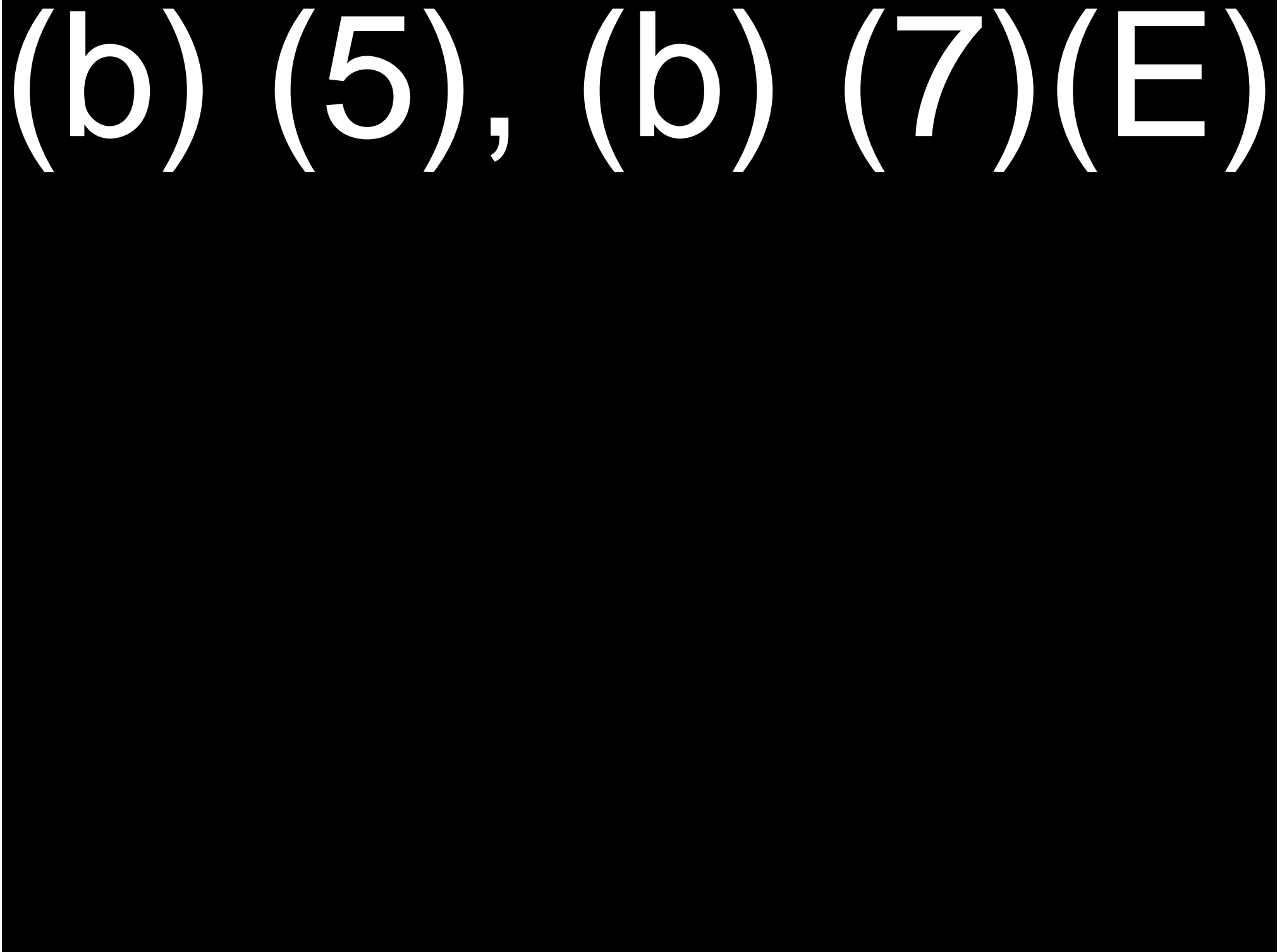
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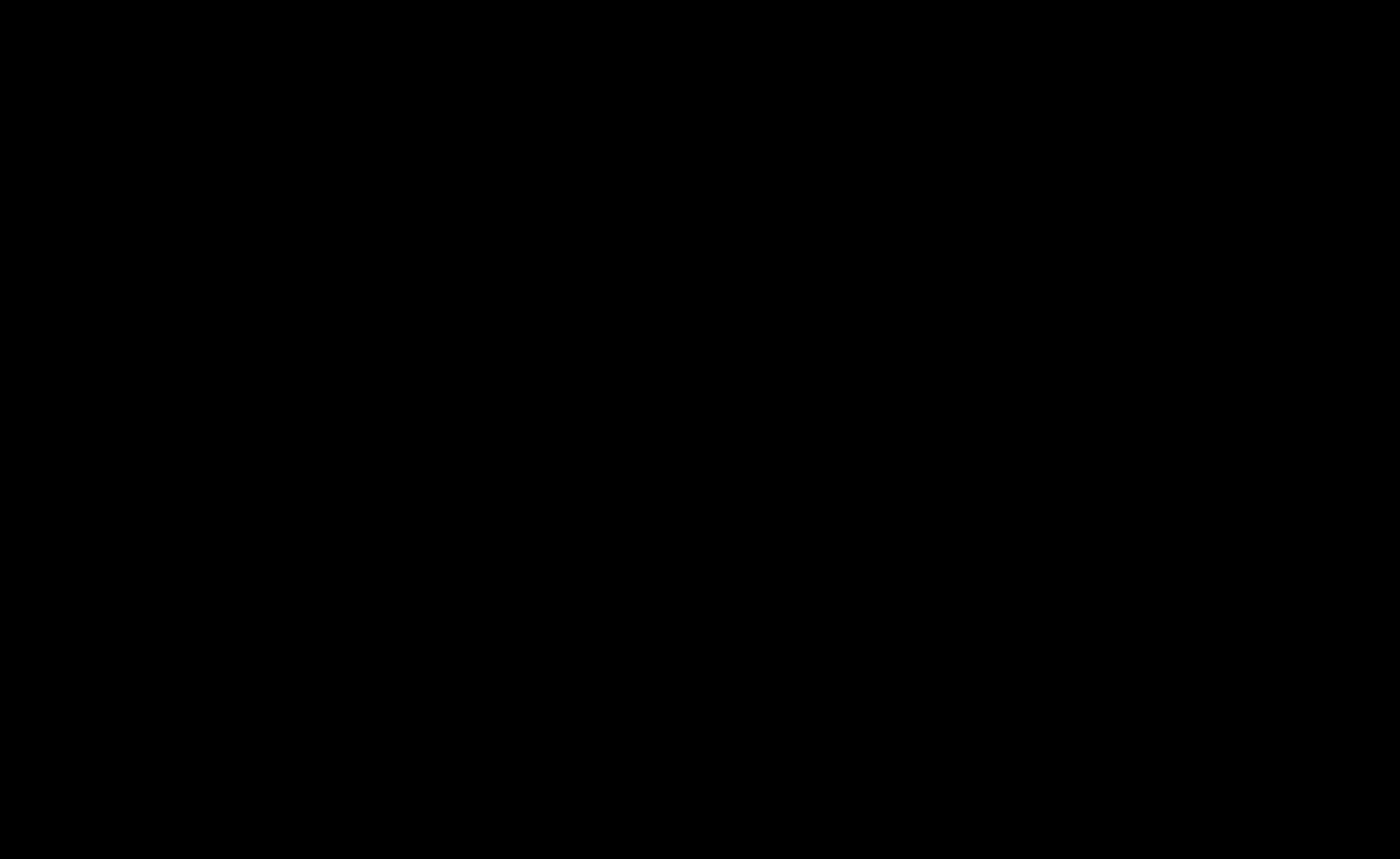
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(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (5)

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(b) (5)

(b) (5)

(b) (5)

(b)(6);(b)(7)(C)

Subject: Meet W/ ACC (b)(6);(b)(7)(C)
Location: Teaming Area

Start: Fri 4/7/2017 11:00 AM
End: Fri 4/7/2017 11:30 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: (b)(6);(b)(7)(C)

This meeting will now be with Chief Huffman.

Meet with Associate Chief (b)(6);(b)(7)(C) to discuss the (b) (7)(E) cases, in preparation for the AILA Speech that evening.

<<Vitiello Invitation.pdf>> <<2017 AILA Spring Conference Program.docx>> <<Reply Form (Govt).doc>>



AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

2017 AILA SPRING CLE CONFERENCE
REPLY FORM-GOVERNMENT REPRESENTATIVES

PLEASE COMPLETE AND RETURN VIA EMAIL OR FAX BY

AS SOON AS POSSIBLE

2017 AILA Spring CLE Program Committee

c/o (b) (6)

1331 G Street, NW Ste (b) (6)

Washington, DC 20005

(b) (6)

FAX: (b) (6)

_____ I hereby confirm that I **will** participate in the **2017 AILA Spring CLE Conference** to be held **Friday, April 7, 2017** at the Washington Court Hotel in Washington, DC.

_____ I **will not** be able to participate in the 2017 AILA Spring CLE Conference.

NAME: _____

EMAIL: _____

PANEL: _____



AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

February 24, 2017

Mr. Ronald Vitiello
Chief, U.S. Border Patrol
U.S. Customs and Border Protection
1300 Pennsylvania Ave.
Washington, DC 20229

(b) (6), (b) (7)(C)

**Re: 2017 AILA Spring CLE Conference: Immigration and the New
Administration**

Dear Chief Vitiello:

On behalf of the American Immigration Lawyers Association, we are pleased to invite you to be a speaker at the **2017 AILA Spring CLE Conference** to be held Friday, April 7, 2017 at the Washington Court Hotel in Washington, DC.

The AILA Spring CLE Conference is comprised of open forum meetings with federal government officials whose agencies' policies affect our membership's practice. The sessions include the latest developments from DOL, USCIS, the CIS Ombudsman's Office, EOIR, CBP Field Operations, CBP Border Patrol, ICE, and DOS. Over 300 immigration attorneys are expected to attend the conference and we believe that you would provide a vital perspective to our members. We hope that you will accept our invitation to share your insights with this gathering of immigration experts.

Attached is a copy of the preliminary program for the Conference, which indicates the day and time of the panel on which you are invited to participate, as well as the names of the other invited panelists, [see below](#). Also note that all sessions at the conference will be recorded and accessible for purchase via Agora or any third-party vendors under contract with AILA. AILA reserves the rights to this recorded material, as well any associated practice advisories and written materials prepared by speakers for the conference, and may withhold or selectively redact such material.

Please let us know if you are available to be a speaker at your earliest convenience. Enclosed is a reply form for your convenience. If you have any questions or concerns, please do not hesitate to contact (b) (6) AILA Senior Director of Education, (b) (6) at

(b) (6)

Thank you for considering this invitation. We look forward to your active participation in what promises to be an exciting and informative program.

Sincerely

(b) (6)

Enclosures

1. Reply Form
2. Draft Program

Friday, April 7, 2017

4:55 pm–5:45 pm

CBP BORDER PATROL OPEN FORUM

- Treatment of Asylum Seekers
- Use of Force
- Conditions in Temporary Holding Cells
- CBP/Border Patrol Complaint Process

Faculty

(b) (7)(C) AILA CBP Border Patrol Liaison Committee Chair, Phoenix, AZ

*Ronald Vitiello, Chief, U.S. Border Patrol, CBP, Washington, DC

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C)
Location: B2s Office

Start: Mon 4/24/2017 2:00 PM
End: Mon 4/24/2017 2:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

Good afternoon! I wanted to touch base with you on a couple of upcoming items, as it's about that time. Sorry for the long e-mail.

Graduation for the Marine Corps War College and the Command And Staff College is currently scheduled for June 7th. I have (b) (6), (b) (7)(C), and assistant Chief (b) (6), (b) (7)(C) will be graduating from Command and Staff. Of course, the school is excited about this new relationship as they have asked me to provide input on future interagency participation and to address, as an SME and MCWAR graduate, some of the other classes. I think I represented BP well. The Commanding General, the Director, and the Dean of Academics have all asked me if Border Patrol leadership would like to be included on the honored guest list.

(b) (6), (b) (7)(C) and I would be honored if you and/or the Chief could attend. Of course, we understand if you're unable. If both or either of you are able, I'll need to forward your info and bio to the school for formal invitations.

Second, with approximately two months remaining, I'd like the opportunity to discuss with you my next assignment, along the lines of what we previously discussed. I'd prefer not to leave too much to chance. I've spoken to (b) (6), (b) (7)(C) a (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Please let me know if there is any time at your convenience?

(b)(6);(b)(7)(C)
M: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Meet with ASC (b)(6);(b)(7)(C)
Location: B2s Office

Start: Thu 4/20/2017 7:00 AM
End: Thu 4/20/2017 7:15 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

Discuss TEDS and PREA for EAC Meeting.

(b)(6);(b)(7)(C)

Subject: Meet with (b)(6);(b)(7)(C)
Location: B1s Office

Start: Fri 4/28/2017 10:30 AM
End: Fri 4/28/2017 11:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: (b)(6);(b)(7)(C)

Meet with Ms. (b)(6);(b)(7)(C) to discuss the last NAC meeting.

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C) to discuss WHSR speech

Start: Wed 4/19/2017 2:30 PM

End: Wed 4/19/2017 3:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Meet w/ (b)(6);(b)(7)(C)
Location: B2s Office

Start: Thu 4/20/2017 9:30 AM
End: Thu 4/20/2017 10:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees:

(b)(6);(b)(7)(C)

Deputy Provost would like to meet to discuss the below request.

Good morning Deputy Chief Provost,

We are hosting the Office of Professional Responsibility, Security Management Division (OPR SMD) 3rd Annual Security Training Session in early June (June 5th through June 9th) at 1717 H Street in Washington, DC. The theme of this session will be Leadership. We are respectfully requesting your time to address our SMD staff regarding Leadership Fundamentals. If you have some time, I would like to meet with you to discuss further.

Thank you for your consideration.

(b)(6);(b)(7)(C)

Subject: Meeting to discuss the oversight of Transport, Export, Detention and Search (TEDS) and Prison Rape Elimination Act (PREA) execution

Location: Room 2.4A (AC Owen Conference Room)

Start: Thu 4/20/2017 10:30 AM

End: Thu 4/20/2017 11:00 AM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: **(b)(6);(b)(7)(C)**

<<Attach B - C1 signed memo - Progress in Implementing TEDS.pdf>> <<Attach C - DHS SAAPR Standards Subpart B and C.pdf>> <<Attach D - Cross Walk (DHS Standards and TEDS).xlsx>> <<Attach E - Custody Support and Compliance Division (CSCD) Fact Sheet. 01 10 17.docx>> <<Attach F - Oversight Options Matrix (Care in Custody).docx>> <<Attach A - Transport Escort Detention and Search (TEDS).Oct 2015.pdf>> <<04 12-17 Briefing Memo - Oversight of Care in Custody.docx>>

Per the OMM meeting held on March 2, 2017 with **(b)(6);(b)(7)(C)** Acting XD, PDO and the Acting Commissioner, one of the action items is to schedule a meeting with Chief Vitiello, AC Owen, and XD Robert Perez on the below topic.

* Topic 1: Schedule a meeting with US Border Patrol (USBP), Office of Field Operations (OFO), and Operations Support (OS) to discuss the oversight of Transport, Export, Detention and Search (TEDS) and Prison Rape Elimination Act (PREA) execution.

~~FOR OFFICIAL USE ONLY~~

BRIEFING MEMO FOR THE EXECUTIVE DIRECTOR (PDO)

(b) (7)(E)

April 20, 2017

11:30 a.m.– 12:00 p.m.

OFO Conference Room, (Room 2.4A)

Overview:

- You will be meeting with Todd C. Owen, Executive Assistant Commissioner (EAC), Office of Field Operations (OFO); Robert Perez, Acting EAC, Operations Support (OS), and Carla Provost, Deputy Chief, U.S. Border Patrol (USBP); to discuss oversight options for implementation of CBP's *National Standards on Transport, Escort, Detention, and Search* (TEDS), the *DHS Standards to Prevent, Detect, and Respond to Sexual Abuse and Assault in Confinement Facilities* (the "DHS SAAPR Standards"), and other recent changes affecting care in custody issues.

Discussion Points:

(b) (7)(E), (b) (5)

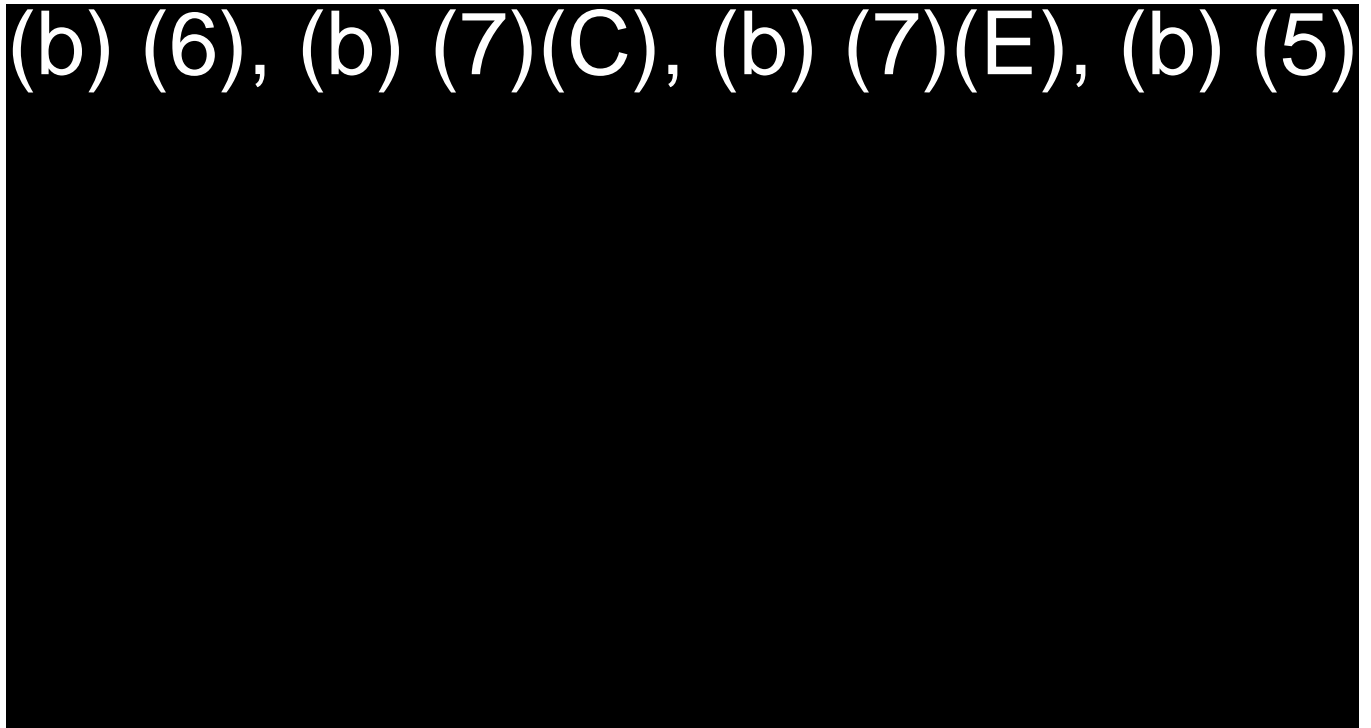
Background:

- Congress passed the Prison Rape Elimination Act of 2003 (PREA) to establish a zero-tolerance standard for rape in U.S. prisons and make the prevention of prison rape a top priority in all prisons.
- In 2012, the Department of Justice adopted national standards to detect, prevent, and respond to prison rape. On May 17, 2012, the President directed all Federal agencies with confinement facilities not subject to DOJ's rules, including DHS, to develop and implement regulations to prevent, detect, and respond to sexual abuse and assault.
- The DHS SAAPR Standards, which became effective on May 6, 2014, set standards for components' confinement facilities. Subpart B, which applies to both ICE and CBP, covers standards for holding facilities, including supervision guidelines, detention of juveniles and detainees with disabilities, staff hiring processes, and standards for new facilities.
- Subsequently, in October 2015, CBP issued TEDS – its first agency-wide policy establishing minimum CBP standards related to the care and custody of detainees.


- In addition to transport, escort, detention, and search provisions, TEDS also includes requirements related to sexual abuse and assault prevention and response; reasonable accommodation and language access, care of at-risk individuals in custody; and personal property standards.

Historical Discussions:

(b) (6), (b) (7)(C), (b) (7)(E), (b) (5)



Possible Options for Program Oversight:

- 
- 

PRESS: Closed

CBP/OPA Services Required: Not Applicable

ATTACHMENTS:

- A. CBP National Standards on Transport, Escort, Detention, and Search (October 2015)
- B. Commissioner's Memorandum – Progress in Implementing the CBP National Standards on Transport, Escort, Detention and Search (TEDS) (April 18, 2016)
- C. DHS Standards to Prevent, Detect, and Respond to Sexual Abuse and Assault in Confinement Facilities – 6 C.F.R. Part 115 (Subparts B and C)
- D. Crosswalk – Provisions of DHS SAAPR Standards (Subparts B and C) with TEDS
- E. Factsheet – PDO's Custody Support and Compliance Division
- F. Oversight Options Matrix

PARTICIPANTS:

Todd C. Owen, EAC, OFO

Robert Perez, EAC, OS (A)

Carla Provost, Deputy Chief, USBP

(b) (6), (b) (7)(C)

Staff Responsible for Briefing Memo: (b) (6), (b) (7)(C)



U.S. Customs and
Border Protection

APR 18 2016

Commissioner

MEMORANDUM FOR: See Distribution

FROM: R. Gil Kerlikowske
Commissioner

SUBJECT: Progress in Implementing the CBP National Standards on
Transport, Escort, Detention, and Search (TEDS)

On October 5, 2015, I announced the publication of the U.S. Customs and Border Protection (CBP) National Standards on Transport, Escort, Detention, and Search (TEDS). In the same memorandum, I instructed offices to make any necessary updates to existing policy. As we approach the six month mark, I am requesting an update on the progress made by the Office of Field Operations (OFO) and United States Border Patrol (USBP) in implementing TEDS. Air and Marine Operations (AMO) should provide updates on any items not directly covered by USBP and/or OFO.

Per the implementation plan described in the memorandum, please provide (b) (6), (b) (7)(C) Office of Policy and Planning, with updates by April 20, 2016 on the following action items:

- the results of your office's review of affected policies and procedures (including a list of the policies and procedures that were affected)
- the status of policies and procedures being updated (including a timeframe for final completion of each update)
- description of any support your office has requested from other offices within CBP and the status of those requests
- documentation that the TEDS Standards were communicated to the field
- description and documentation of TEDS-related trainings
- a plan for how your office will conduct oversight to ensure compliance in the field

I have asked the Commissioner's Management Staff to include a progress update as a discussion item in my next Office Management Meeting with each of your offices.

Thank you for your assistance in this matter. If you have questions regarding progress in implementing TEDS or questions regarding this task, please contact (b) (6), (b) (7)(C) Office of Policy and Planning, at (b) (6), (b) (7)(C)

**Progress in Implementing the CBP National Standards on Transport, Escort, Detention,
and Search (TEDS)**

Page 2

Distribution: Deputy Commissioner

Assistant Commissioner, Office of Field Operations

Acting Chief, U.S. Border Patrol

Assistant Commissioner, Air and Marine Operations

Assistant Commissioner, Office of Administration

Executive Assistant Commissioner, Operations Support

Executive Director, Office of Policy and Planning

Executive Director, Privacy and Diversity Office

Chief of Staff

Deputy Chief of Staff

Deputy Chief of Staff (Policy)

(2) The demographic background of the victim and perpetrator (including citizenship, age, gender, and whether either has self-identified as gay, lesbian, bisexual, transgender, intersex, or gender nonconforming);

(3) The reporting timeline for the incident (including the name of individual who reported the incident, and the date and time the report was received);

(4) Any injuries sustained by the victim;

(5) Post-report follow up responses and action taken by the facility (e.g., housing placement/custody classification, medical examination, mental health counseling, etc.); and

(6) Any sanctions imposed on the perpetrator.

(e) Upon request, the agency shall provide all data described in this section from the previous calendar year to the Office for Civil Rights and Civil Liberties no later than June 30.

§ 115.88 Data review for corrective action.

(a) The agency shall review data collected and aggregated pursuant to § 115.87 of this part in order to assess and improve the effectiveness of its sexual abuse prevention, detection, and response policies, practices, and training, including by:

- (1) Identifying problem areas;
- (2) Taking corrective action on an ongoing basis; and
- (3) Preparing an annual report of its findings and corrective actions for each immigration detention facility, as well as the agency as a whole.

(b) Such report shall include a comparison of the current year's data and corrective actions with those from prior years and shall provide an assessment of the agency's progress in preventing, detecting, and responding to sexual abuse.

(c) The agency's report shall be approved by the agency head and made readily available to the public through its Web site.

(d) The agency may redact specific material from the reports, when appropriate for safety or security, but must indicate the nature of the material redacted.

§ 115.89 Data storage, publication, and destruction.

(a) The agency shall ensure that data collected pursuant to § 115.87 are securely retained in accordance with agency record retention policies and the agency protocol regarding investigation of allegations.

(b) The agency shall make all aggregated sexual abuse data from immigration detention facilities under

its direct control and from any private agencies with which it contracts available to the public at least annually on its Web site consistent with existing agency information disclosure policies and processes.

(c) Before making aggregated sexual abuse data publicly available, the agency shall remove all personal identifiers.

(d) The agency shall maintain sexual abuse data collected pursuant to § 115.87 for at least 10 years after the date of the initial collection unless Federal, State, or local law requires otherwise.

Audits and Compliance

§ 115.93 Audits of standards.

(a) During the three-year period starting on July 6, 2015, and during each three-year period thereafter, the agency shall ensure that each immigration detention facility that has adopted these standards is audited at least once.

(b) The agency may require an expedited audit if the agency has reason to believe that a particular facility may be experiencing problems relating to sexual abuse. The agency may also include referrals to resources that may assist the facility with PREA-related issues.

(c) Audits under this section shall be conducted pursuant to §§ 115.201 through 115.205.

(d) Audits under this section shall be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate.

Additional Provisions in Agency Policies

§ 115.95 Additional provisions in agency policies.

The regulations in this subpart A establish minimum requirements for agencies and facilities. Agency and facility policies may include additional requirements.

Subpart B—Standards for DHS Holding Facilities Coverage

§ 115.110 Coverage of DHS holding facilities.

This subpart B covers all DHS holding facilities. Standards found in subpart A of this part are not applicable to DHS facilities except ICE immigration detention facilities.

Prevention Planning

§ 115.111 Zero tolerance of sexual abuse; Prevention of Sexual Assault Coordinator.

(a) The agency shall have a written policy mandating zero tolerance toward all forms of sexual abuse and outlining the agency's approach to preventing, detecting, and responding to such conduct.

(b) The agency shall employ or designate an upper-level, agency-wide PSA Coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with these standards in all of its holding facilities.

§ 115.112 Contracting with non-DHS entities for the confinement of detainees.

(a) An agency that contracts for the confinement of detainees in holding facilities operated by non-DHS private or public agencies or other entities, including other government agencies, shall include in any new contracts, contract renewals, or substantive contract modifications the entity's obligation to adopt and comply with these standards.

(b) Any new contracts, contract renewals, or substantive contract modifications shall provide for agency contract monitoring to ensure that the contractor is complying with these standards.

(c) To the extent an agency contracts for confinement of holding facility detainees, all rules in this subpart that apply to the agency shall apply to the contractor, and all rules that apply to staff or employees shall apply to contractor staff.

§ 115.113 Detainee supervision and monitoring.

(a) The agency shall ensure that each facility maintains sufficient supervision of detainees, including through appropriate staffing levels and, where applicable, video monitoring, to protect detainees against sexual abuse.

(b) The agency shall develop and document comprehensive detainee supervision guidelines to determine and meet each facility's detainee supervision needs, and shall review those supervision guidelines and their application at each facility at least annually.

(c) In determining adequate levels of detainee supervision and determining the need for video monitoring, agencies shall take into consideration the physical layout of each holding facility, the composition of the detainee population, the prevalence of substantiated and unsubstantiated incidents of sexual abuse, the findings and recommendations of sexual abuse

incident review reports, and any other relevant factors, including but not limited to the length of time detainees spend in agency custody.

§ 115.114 Juvenile and family detainees.

(a) Juveniles shall be detained in the least restrictive setting appropriate to the juvenile's age and special needs, provided that such setting is consistent with the need to protect the juvenile's well-being and that of others, as well as with any other laws, regulations, or legal requirements.

(b) Unaccompanied juveniles shall generally be held separately from adult detainees. The juvenile may temporarily remain with a non-parental adult family member where:

(1) The family relationship has been vetted to the extent feasible, and

(2) The agency determines that remaining with the non-parental adult family member is appropriate, under the totality of the circumstances.

§ 115.115 Limits to cross-gender viewing and searches.

(a) Searches may be necessary to ensure the safety of officers, civilians and detainees; to detect and secure evidence of criminal activity; and to promote security, safety, and related interests at DHS holding facilities.

(b) Cross-gender strip searches or cross-gender visual body cavity searches shall not be conducted except in exigent circumstances, including consideration of officer safety, or when performed by medical practitioners. An agency shall not conduct visual body cavity searches of juveniles and, instead, shall refer all such body cavity searches of juveniles to a medical practitioner.

(c) All strip searches and visual body cavity searches shall be documented.

(d) The agency shall implement policies and procedures that enable detainees to shower (where showers are available), perform bodily functions, and change clothing without being viewed by staff of the opposite gender, except in exigent circumstances or when such viewing is incidental to routine cell checks or is otherwise appropriate in connection with a medical examination or monitored bowel movement under medical supervision. Such policies and procedures shall require staff of the opposite gender to announce their presence when entering an area where detainees are likely to be showering, performing bodily functions, or changing clothing.

(e) The agency and facility shall not search or physically examine a detainee for the sole purpose of determining the detainee's gender. If the detainee's

gender is unknown, it may be determined during conversations with the detainee, by reviewing medical records (if available), or, if necessary, learning that information as part of a broader medical examination conducted in private, by a medical practitioner.

(f) The agency shall train law enforcement staff in proper procedures for conducting pat-down searches, including cross-gender pat-down searches and searches of transgender and intersex detainees. All pat-down searches shall be conducted in a professional and respectful manner, and in the least intrusive manner possible, consistent with security needs and agency policy, including consideration of officer safety.

§ 115.116 Accommodating detainees with disabilities and detainees who are limited English proficient.

(a) The agency shall take appropriate steps to ensure that detainees with disabilities (including, for example, detainees who are deaf or hard of hearing, those who are blind or have low vision, or those who have intellectual, psychiatric, or speech disabilities), have an equal opportunity to participate in or benefit from all aspects of the agency's efforts to prevent, detect, and respond to sexual abuse. Such steps shall include, when necessary to ensure effective communication with detainees who are deaf or hard of hearing, providing access to in-person, telephonic, or video interpretive services that enable effective, accurate, and impartial interpretation, both receptively and expressively, using any necessary specialized vocabulary. In addition, the agency shall ensure that any written materials related to sexual abuse are provided in formats or through methods that ensure effective communication with detainees with disabilities, including detainees who have intellectual disabilities, limited reading skills, or who are blind or have low vision. An agency is not required to take actions that it can demonstrate would result in a fundamental alteration in the nature of a service, program, or activity, or in undue financial and administrative burdens, as those terms are used in regulations promulgated under title II of the Americans with Disabilities Act, 28 CFR 35.164.

(b) The agency shall take reasonable steps to ensure meaningful access to all aspects of the agency's efforts to prevent, detect, and respond to sexual abuse to detainees who are limited English proficient, including steps to provide in-person or telephonic interpretive services that enable

effective, accurate, and impartial interpretation, both receptively and expressively, using any necessary specialized vocabulary.

(c) In matters relating to allegations of sexual abuse, the agency shall provide in-person or telephonic interpretation services that enable effective, accurate, and impartial interpretation, by someone other than another detainee, unless the detainee expresses a preference for another detainee to provide interpretation, and the agency determines that such interpretation is appropriate and consistent with DHS policy. The provision of interpreter services by minors, alleged abusers, detainees who witnessed the alleged abuse, and detainees who have a significant relationship with the alleged abuser is not appropriate in matters relating to allegations of sexual abuse is not appropriate in matters relating to allegations of sexual abuse.

§ 115.117 Hiring and promotion decisions.

(a) The agency shall not hire or promote anyone who may have contact with detainees, and shall not enlist the services of any contractor or volunteer who may have contact with detainees, who has engaged in sexual abuse in a prison, jail, holding facility, community confinement facility, juvenile facility, or other institution (as defined in 42 U.S.C. 1997); who has been convicted of engaging or attempting to engage in sexual activity facilitated by force, overt or implied threats of force, or coercion, or if the victim did not consent or was unable to consent or refuse; or who has been civilly or administratively adjudicated to have engaged in such activity.

(b) When the agency is considering hiring or promoting staff, it shall ask all applicants who may have contact with detainees directly about previous misconduct described in paragraph (a) of this section, in written applications or interviews for hiring or promotions and in any interviews or written self-evaluations conducted as part of reviews of current employees. The agency shall also impose upon employees a continuing affirmative duty to disclose any such misconduct.

(c) Before hiring new employees who may have contact with detainees, the agency shall require a background investigation to determine whether the candidate for hire is suitable for employment with the agency. The agency shall conduct an updated background investigation for agency employees every five years.

(d) The agency shall also perform a background investigation before

enlisting the services of any contractor who may have contact with detainees.

(e) Material omissions regarding such misconduct, or the provision of materially false information, shall be grounds for termination or withdrawal of an offer of employment, as appropriate.

(f) Unless prohibited by law, the agency shall provide information on substantiated allegations of sexual abuse involving a former employee upon receiving a request from an institutional employer for whom such employee has applied to work.

(g) In the event the agency contracts with a facility for the confinement of detainees, the requirements of this section otherwise applicable to the agency also apply to the facility.

§ 115.118 Upgrades to facilities and technologies.

(a) When designing or acquiring any new holding facility and in planning any substantial expansion or modification of existing holding facilities, the agency shall consider the effect of the design, acquisition, expansion, or modification upon the agency's ability to protect detainees from sexual abuse.

(b) When installing or updating a video monitoring system, electronic surveillance system, or other monitoring technology in a holding facility, the agency shall consider how such technology may enhance the agency's ability to protect detainees from sexual abuse.

Responsive Planning

§ 115.121 Evidence protocols and forensic medical examinations.

(a) To the extent that the agency is responsible for investigating allegations of sexual abuse in its holding facilities, the agency shall follow a uniform evidence protocol that maximizes the potential for obtaining usable physical evidence for administrative proceedings and criminal prosecutions. The protocol shall be developed in coordination with DHS and shall be developmentally appropriate for juveniles, where applicable.

(b) In developing the protocol referred to in paragraph (a) of this section, the agency shall consider how best to utilize available community resources and services to provide valuable expertise and support in the areas of crisis intervention and counseling to most appropriately address victims' needs.

(c) Where evidentiary or medically appropriate, at no cost to the detainee, and only with the detainee's consent, the agency shall arrange for or refer the alleged victim detainee to a medical

facility to undergo a forensic medical examination, including a Sexual Assault Forensic Examiner (SAFE) or Sexual Assault Nurse Examiner (SANE) where practicable. If SAFEs or SANEs cannot be made available, the examination can be performed by other qualified health care personnel.

(d) If, in connection with an allegation of sexual abuse, the detainee is transported for a forensic examination to an outside hospital that offers victim advocacy services, the detainee shall be permitted to use such services to the extent available, consistent with security needs.

(e) To the extent that the agency is not responsible for investigating allegations of sexual abuse, the agency shall request that the investigating agency follow the requirements of paragraphs (a) through (d) of this section.

§ 115.122 Policies to ensure investigation of allegations and appropriate agency oversight.

(a) The agency shall establish a protocol to ensure that each allegation of sexual abuse is investigated by the agency, or referred to an appropriate investigative authority.

(b) The agency protocol shall be developed in coordination with DHS investigative entities; shall include a description of the responsibilities of both the agency and the investigative entities; and shall require the documentation and maintenance, for at least five years, of all reports and referrals of allegations of sexual abuse. The agency shall post its protocol on its Web site, redacted if appropriate.

(c) The agency protocol shall ensure that each allegation is promptly reported to the Joint Intake Center and, unless the allegation does not involve potentially criminal behavior, promptly referred for investigation to an appropriate law enforcement agency with the legal authority to conduct criminal investigations. The agency may separately, and in addition to the above reports and referrals, conduct its own investigation.

(d) The agency shall ensure that all allegations of detainee sexual abuse are promptly reported to the PSA Coordinator and to the appropriate offices within the agency and within DHS to ensure appropriate oversight of the investigation.

(e) The agency shall ensure that any alleged detainee victim of sexual abuse that is criminal in nature is provided timely access to U nonimmigrant status information.

Training and Education

§ 115.131 Employee, contractor, and volunteer training.

(a) The agency shall train, or require the training of all employees, contractors, and volunteers who may have contact with holding facility detainees, to be able to fulfill their responsibilities under these standards, including training on:

- (1) The agency's zero-tolerance policies for all forms of sexual abuse;
- (2) The right of detainees and employees to be free from sexual abuse, and from retaliation for reporting sexual abuse;
- (3) Definitions and examples of prohibited and illegal sexual behavior;
- (4) Recognition of situations where sexual abuse may occur;
- (5) Recognition of physical, behavioral, and emotional signs of sexual abuse, and methods of preventing such occurrences;
- (6) Procedures for reporting knowledge or suspicion of sexual abuse;
- (7) How to communicate effectively and professionally with detainees, including lesbian, gay, bisexual, transgender, intersex, or gender nonconforming detainees; and
- (8) The requirement to limit reporting of sexual abuse to personnel with a need-to-know in order to make decisions concerning the victim's welfare and for law enforcement or investigative purposes.

(b) All current employees, contractors and volunteers who may have contact with holding facility detainees shall be trained within two years of the effective date of these standards, and the agency shall provide refresher information, as appropriate.

(c) The agency shall document those employees who may have contact with detainees have completed the training and receive and maintain for at least five years confirmation that contractors and volunteers have completed the training.

§ 115.132 Notification to detainees of the agency's zero-tolerance policy.

The agency shall make public its zero-tolerance policy regarding sexual abuse and ensure that key information regarding the agency's zero-tolerance policy is visible or continuously and readily available to detainees, for example, through posters, detainee handbooks, or other written formats.

§ 115.133 [Reserved]

§ 115.134 Specialized training: Investigations.

(a) In addition to the training provided to employees, DHS agencies

with responsibility for holding facilities shall provide specialized training on sexual abuse and effective cross-agency coordination to agency investigators who conduct investigations into allegations of sexual abuse at holding facilities. All investigations into alleged sexual abuse must be conducted by qualified investigators.

(b) The agency must maintain written documentation verifying specialized training provided to agency investigators pursuant to this section.

Assessment for Risk of Sexual Victimization and Abusiveness

§ 115.141 Assessment for risk of victimization and abusiveness.

(a) Before placing any detainees together in a holding facility, agency staff shall consider whether, based on the information before them, a detainee may be at a high risk of being sexually abused and, when appropriate, shall take necessary steps to mitigate any such danger to the detainee.

(b) All detainees who may be held overnight with other detainees shall be assessed to determine their risk of being sexually abused by other detainees or sexually abusive toward other detainees; staff shall ask each such detainee about his or her own concerns about his or her physical safety.

(c) The agency shall also consider, to the extent that the information is available, the following criteria to assess detainees for risk of sexual victimization:

(1) Whether the detainee has a mental, physical, or developmental disability;

(2) The age of the detainee;

(3) The physical build and appearance of the detainee;

(4) Whether the detainee has previously been incarcerated or detained;

(5) The nature of the detainee's criminal history; and

(6) Whether the detainee has any convictions for sex offenses against an adult or child;

(7) Whether the detainee has self-identified as gay, lesbian, bisexual, transgender, intersex, or gender nonconforming;

(8) Whether the detainee has self-identified as having previously experienced sexual victimization; and

(9) The detainee's own concerns about his or her physical safety.

(d) If detainees are identified pursuant to the assessment under this section to be at high risk of victimization, staff shall provide such detainees with heightened protection, to include continuous direct sight and sound supervision, single-cell housing, or

placement in a cell actively monitored on video by a staff member sufficiently proximate to intervene, unless no such option is determined to be feasible.

(e) The facility shall implement appropriate controls on the dissemination of sensitive information provided by detainees under this section.

Reporting

§ 115.151 Detainee reporting.

(a) The agency shall develop policies and procedures to ensure that the detainees have multiple ways to privately report sexual abuse, retaliation for reporting sexual abuse, or staff neglect or violations of responsibilities that may have contributed to such incidents, and shall provide instructions on how detainees may contact the DHS Office of the Inspector General or, as appropriate, another designated office, to confidentially and, if desired, anonymously, report these incidents.

(b) The agency shall also provide, and shall inform the detainees of, at least one way for detainees to report sexual abuse to a public or private entity or office that is not part of the agency, and that is able to receive and immediately forward detainee reports of sexual abuse to agency officials, allowing the detainee to remain anonymous upon request.

(c) Agency policies and procedures shall include provisions for staff to accept reports made verbally, in writing, anonymously, and from third parties and to promptly document any verbal reports.

§ 115.152–115.153 [Reserved]

§ 115.154 Third-party reporting.

The agency shall establish a method to receive third-party reports of sexual abuse in its holding facilities. The agency shall make available to the public information on how to report sexual abuse on behalf of a detainee.

Official Response Following a Detainee Report

§ 115.161 Staff reporting duties.

(a) The agency shall require all staff to report immediately and according to agency policy any knowledge, suspicion, or information regarding an incident of sexual abuse that occurred to any detainee; retaliation against detainees or staff who reported or participated in an investigation about such an incident; and any staff neglect or violation of responsibilities that may have contributed to an incident or retaliation. Agency policy shall include methods by which staff can report

misconduct outside of their chain of command.

(b) Staff members who become aware of alleged sexual abuse shall immediately follow the reporting requirements set forth in the agency's written policies and procedures.

(c) Apart from such reporting, the agency and staff shall not reveal any information related to a sexual abuse report to anyone other than to the extent necessary to help protect the safety of the victim or prevent further victimization of other detainees or staff in the facility, or to make medical treatment, investigation, law enforcement, or other security and management decisions.

(d) If the alleged victim is under the age of 18 or considered a vulnerable adult under a State or local vulnerable persons statute, the agency shall report the allegation to the designated State or local services agency under applicable mandatory reporting laws.

§ 115.162 Agency protection duties.

When an agency employee has a reasonable belief that a detainee is subject to a substantial risk of imminent sexual abuse, he or she shall take immediate action to protect the detainee.

§ 115.163 Reporting to other confinement facilities.

(a) Upon receiving an allegation that a detainee was sexually abused while confined at another facility, the agency that received the allegation shall notify the appropriate office of the agency or the administrator of the facility where the alleged abuse occurred.

(b) The notification provided in paragraph (a) of this section shall be provided as soon as possible, but no later than 72 hours after receiving the allegation.

(c) The agency shall document that it has provided such notification.

(d) The agency office that receives such notification, to the extent the facility is covered by this subpart, shall ensure that the allegation is referred for investigation in accordance with these standards.

§ 115.164 Responder duties.

(a) Upon learning of an allegation that a detainee was sexually abused, the first law enforcement staff member to respond to the report, or his or her supervisor, shall be required to:

(1) Separate the alleged victim and abuser;

(2) Preserve and protect, to the greatest extent possible, any crime scene until appropriate steps can be taken to collect any evidence;

(3) If the sexual abuse occurred within a time period that still allows for the collection of physical evidence, request the alleged victim not to take any actions that could destroy physical evidence, including, as appropriate, washing, brushing teeth, changing clothes, urinating, defecating, smoking, drinking, or eating; and

(4) If the abuse occurred within a time period that still allows for the collection of physical evidence, ensure that the alleged abuser does not take any actions that could destroy physical evidence, including, as appropriate, washing, brushing teeth, changing clothes, urinating, defecating, smoking, drinking, or eating.

(b) If the first staff responder is not a law enforcement staff member, the responder shall be required to request that the alleged victim not take any actions that could destroy physical evidence and then notify law enforcement staff.

§ 115.165 Coordinated response.

(a) The agency shall develop a written institutional plan and use a coordinated, multidisciplinary team approach to responding to sexual abuse.

(b) If a victim of sexual abuse is transferred between facilities covered by subpart A or B of this part, the agency shall, as permitted by law, inform the receiving facility of the incident and the victim's potential need for medical or social services.

(c) If a victim is transferred from a DHS holding facility to a facility not covered by paragraph (b) of this section, the agency shall, as permitted by law, inform the receiving facility of the incident and the victim's potential need for medical or social services, unless the victim requests otherwise.

§ 115.166 Protection of detainees from contact with alleged abusers.

Agency management shall consider whether any staff, contractor, or volunteer alleged to have perpetrated sexual abuse should be removed from duties requiring detainee contact pending the outcome of an investigation, and shall do so if the seriousness and plausibility of the allegation make removal appropriate.

§ 115.167 Agency protection against retaliation.

Agency employees shall not retaliate against any person, including a detainee, who reports, complains about, or participates in an investigation into an allegation of sexual abuse, or for participating in sexual activity as a result of force, coercion, threats, or fear of force.

Investigations

§ 115.171 Criminal and administrative investigations.

(a) If the agency has responsibility for investigating allegations of sexual abuse, all investigations into alleged sexual abuse must be prompt, thorough, objective, and conducted by specially trained, qualified investigators.

(b) Upon conclusion of a criminal investigation where the allegation was substantiated, an administrative investigation shall be conducted. Upon conclusion of a criminal investigation where the allegation was unsubstantiated, the agency shall review any available completed criminal investigation reports to determine whether an administrative investigation is necessary or appropriate. Administrative investigations shall be conducted after consultation with the appropriate investigative office within DHS and the assigned criminal investigative entity.

(c) The agency shall develop written procedures for administrative investigations, including provisions requiring:

(1) Preservation of direct and circumstantial evidence, including any available physical and DNA evidence and any available electronic monitoring data;

(2) Interviewing alleged victims, suspected perpetrators, and witnesses;

(3) Reviewing prior complaints and reports of sexual abuse involving the suspected perpetrator;

(4) Assessment of the credibility of an alleged victim, suspect, or witness, without regard to the individual's status as detainee, staff, or employee, and without requiring any detainee who alleges sexual abuse to submit to a polygraph;

(5) Documentation of each investigation by written report, which shall include a description of the physical and testimonial evidence, the reasoning behind credibility assessments, and investigative facts and findings; and

(6) Retention of such reports for as long as the alleged abuser is detained or employed by the agency, plus five years. Such procedures shall establish the coordination and sequencing of the two types of investigations, in accordance with paragraph (b) of this section, to ensure that the criminal investigation is not compromised by an internal administrative investigation.

(d) The departure of the alleged abuser or victim from the employment or control of the agency shall not provide a basis for terminating an investigation.

(e) When outside agencies investigate sexual abuse, the agency shall cooperate with outside investigators and shall endeavor to remain informed about the progress of the investigation.

§ 115.172 Evidentiary standard for administrative investigations.

When an administrative investigation is undertaken, the agency shall impose no standard higher than a preponderance of the evidence in determining whether allegations of sexual abuse are substantiated.

Discipline

§ 115.176 Disciplinary sanctions for staff.

(a) Staff shall be subject to disciplinary or adverse action up to and including removal from their position and the Federal service for substantiated allegations of sexual abuse or violating agency sexual abuse policies.

(b) The agency shall review and approve policy and procedures regarding disciplinary or adverse action for staff and shall ensure that the policy and procedures specify disciplinary or adverse actions for staff, up to and including removal from their position and from the Federal service, when there is a substantiated allegation of sexual abuse, or when there has been a violation of agency sexual abuse rules, policies, or standards. Removal from their position and from the Federal service is the presumptive disciplinary sanction for staff who have engaged in or attempted or threatened to engage in sexual abuse, as defined under the definition of sexual abuse of a detainee by a staff member, contractor, or volunteer, paragraphs (1)–(4) and (7)–(8) of the definition of “sexual abuse of a detainee by a staff member, contractor, or volunteer” in § 115.6.

(c) Each facility shall report all removals or resignations in lieu of removal for violations of agency or facility sexual abuse policies to appropriate law enforcement agencies, unless the activity was clearly not criminal.

(d) Each agency shall make reasonable efforts to report removals or resignations in lieu of removal for violations of agency or facility sexual abuse policies to any relevant licensing bodies, to the extent known.

§ 115.177 Corrective action for contractors and volunteers.

(a) Any contractor or volunteer suspected of perpetrating sexual abuse shall be prohibited from contact with detainees. The agency shall also consider whether to prohibit further contact with detainees by contractors or volunteers who have not engaged in

sexual abuse, but have violated other provisions within these standards. The agency shall be responsible for promptly reporting sexual abuse allegations and incidents involving alleged contractor or volunteer perpetrators to an appropriate law enforcement agency as well as to the Joint Intake Center or another appropriate DHS investigative office in accordance with DHS policies and procedures. The agency shall make reasonable efforts to report to any relevant licensing body, to the extent known, incidents of substantiated sexual abuse by a contractor or volunteer.

(b) Contractors and volunteers suspected of perpetrating sexual abuse may be removed from all duties requiring detainee contact pending the outcome of an investigation, as appropriate.

Medical and Mental Care

§ 115.181 [Reserved]

§ 115.182 Access to emergency medical services.

(a) Detainee victims of sexual abuse shall have timely, unimpeded access to emergency medical treatment and crisis intervention services, including emergency contraception and sexually transmitted infections prophylaxis, in accordance with professionally accepted standards of care.

(b) Emergency medical treatment services provided to the victim shall be without financial cost and regardless of whether the victim names the abuser or cooperates with any investigation arising out of the incident.

Data Collection and Review

§ 115.186 Sexual abuse incident reviews.

(a) The agency shall conduct a sexual abuse incident review at the conclusion of every investigation of sexual abuse and, where the allegation was not determined to be unfounded, prepare a written report recommending whether the allegation or investigation indicates that a change in policy or practice could better prevent, detect, or respond to sexual abuse. Such review shall ordinarily occur within 30 days of the agency receiving the investigation results from the investigative authority. The agency shall implement the recommendations for improvement, or shall document its reasons for not doing so in a written response. Both the report and response shall be forwarded to the agency PSA Coordinator.

(b) The agency shall conduct an annual review of all sexual abuse investigations and resulting incident reviews to assess and improve sexual

abuse intervention, prevention and response efforts.

§ 115.187 Data collection.

(a) The agency shall maintain in a secure area all agency case records associated with claims of sexual abuse, in accordance with these standards and applicable agency policies, and in accordance with established schedules. The DHS Office of Inspector General shall maintain the official investigative file related to claims of sexual abuse investigated by the DHS Office of Inspector General.

(b) On an annual basis, the PSA Coordinator shall aggregate, in a manner that will facilitate the agency's ability to detect possible patterns and help prevent future incidents, the incident-based sexual abuse data available, including the number of reported sexual abuse allegations determined to be substantiated, unsubstantiated, or unfounded, or for which investigation is ongoing, and for each incident found to be substantiated, such information as is available to the PSA Coordinator concerning:

(1) The date, time, location, and nature of the incident;

(2) The demographic background of the victim and perpetrator (including citizenship, age, gender, and whether either has self-identified as gay, lesbian, bisexual, transgender, intersex, or gender nonconforming);

(3) The reporting timeline for the incident (including the name of individual who reported the incident, and the date and time the report was received);

(4) Any injuries sustained by the victim;

(5) Post-report follow up responses and action taken by the agency (e.g., supervision, referral for medical or mental health services, etc.); and

(6) Any sanctions imposed on the perpetrator.

(c) The agency shall maintain, review, and collect data as needed from all available agency records.

(d) Upon request, the agency shall provide all such data from the previous calendar year to the Office for Civil Rights and Civil Liberties no later than June 30.

§ 115.188 Data review for corrective action.

(a) The agency shall review data collected and aggregated pursuant to § 115.187 in order to assess and improve the effectiveness of its sexual abuse prevention, detection, and response policies, practices, and training, including by:

(1) Identifying problem areas;

(2) Taking corrective action on an ongoing basis; and

(3) Preparing an annual report of its findings and corrective actions for the agency as a whole.

(b) Such report shall include a comparison of the current year's data and corrective actions with those from prior years and shall provide an assessment of the agency's progress in preventing, detecting, and responding to sexual abuse.

(c) The agency's report shall be approved by the agency head and made readily available to the public through its Web site.

(d) The agency may redact specific material from the reports, when appropriate for safety or security, but must indicate the nature of the material redacted.

§ 115.189 Data storage, publication, and destruction.

(a) The agency shall ensure that data collected pursuant to § 115.187 are securely retained in accordance with agency record retention policies and the agency protocol regarding investigation of allegations.

(b) The agency shall make all aggregated sexual abuse data from holding facilities under its direct control and from any private agencies with which it contracts available to the public at least annually on its Web site consistent with agency information disclosure policies and processes.

(c) Before making aggregated sexual abuse data publicly available, the agency shall remove all personal identifiers.

(d) The agency shall maintain sexual abuse data collected pursuant to § 115.187 for at least 10 years after the date of the initial collection unless Federal, State, or local law requires otherwise.

Audits and Compliance

§ 115.193 Audits of standards.

(a) Within three years of July 6, 2015, the agency shall ensure that each of its immigration holding facilities that houses detainees overnight and has adopted these standards is audited. For any such holding facility established after July 6, 2015, the agency shall ensure that the facility is audited within three years. Audits of new holding facilities as well as holding facilities that have previously failed to meet the standards shall occur as soon as practicable within the three-year cycle; however, where it is necessary to prioritize, priority shall be given to facilities that have previously failed to meet the standards.

(1) Audits required under this paragraph (a) shall:

(i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted pursuant to paragraph (a)(1)(ii) of this section,

(ii) Be conducted pursuant to §§ 115.201 through 115.205, and

(iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate.

(2) [Reserved]

(b) Following an audit, the agency shall ensure that any immigration holding facility that houses detainees overnight and is determined to be low-risk, based on its physical characteristics and passing its most recent audit, is audited at least once every five years.

(1) Audits required under this paragraph (b) shall:

(i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted pursuant to paragraph (b)(1)(ii) of this section,

(ii) Be conducted pursuant to §§ 115.201 through 115.205, and

(iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate.

(2) [Reserved]

(c) Following an audit, the agency shall ensure that any immigration holding facility that houses detainees overnight and is determined to not be low-risk, based on its physical characteristics or not passing its most recent audit, is audited at least once every three years.

(1) Audits required under this paragraph (c) shall:

(i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted by paragraph (c)(1)(ii) of this section,

(ii) Be conducted pursuant to §§ 115.201 through 115.205, and

(iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate.

(2) [Reserved]

Additional Provisions in Agency Policies

§ 115.195 Additional provisions in agency policies.

The regulations in this subpart B establish minimum requirements for agencies. Agency policies may include additional requirements.

Subpart C—External Auditing and Corrective Action

§ 115.201 Scope of audits.

(a) The agency shall develop and issue an instrument that is coordinated with the DHS Office for Civil Rights and Civil Liberties, which will provide guidance on the conduct of and contents of the audit;

(b) The auditor shall review all relevant agency policies, procedures, reports, internal and external audits, and accreditations for each facility type.

(c) The audits shall review, at a minimum, a sampling of relevant documents and other records and information for the most recent one-year period.

(d) The auditor shall have access to, and shall observe, all areas of the audited facilities.

(e) The agency shall provide the auditor with relevant documentation to complete a thorough audit of the facility.

(f) The auditor shall retain and preserve all documentation (including, e.g., videotapes and interview notes) relied upon in making audit determinations. Such documentation shall be provided to the agency upon request.

(g) The auditor shall interview a representative sample of detainees and of staff, and the facility shall make space available suitable for such interviews.

(h) The auditor shall review a sampling of any available videotapes and other electronically available data that may be relevant to the provisions being audited.

(i) The auditor shall be permitted to conduct private interviews with detainees.

(j) Detainees shall be permitted to send confidential information or correspondence to the auditor.

(k) Auditors shall attempt to solicit input from community-based or victim advocates who may have insight into relevant conditions in the facility.

(l) All sensitive but unclassified information provided to auditors will include appropriate designations and limitations on further dissemination. Auditors will be required to follow all appropriate procedures for handling and safeguarding such information.

§ 115.202 Auditor qualifications.

(a) An audit shall be conducted by entities or individuals outside of the agency and outside of DHS that have relevant audit experience.

(b) All auditors shall be certified by the agency, in coordination with DHS. The agency, in coordination with DHS, shall develop and issue procedures regarding the certification process, which shall include training requirements.

(c) No audit may be conducted by an auditor who has received financial compensation from the agency being audited (except for compensation received for conducting other audits, or other consulting related to detention reform) within the three years prior to the agency's retention of the auditor.

(d) The agency shall not employ, contract with, or otherwise financially compensate the auditor for three years subsequent to the agency's retention of the auditor, with the exception of contracting for subsequent audits or other consulting related to detention reform.

§ 115.203 Audit contents and findings.

(a) Each audit shall include a certification by the auditor that no conflict of interest exists with respect to his or her ability to conduct an audit of the facility under review.

(b) Audit reports shall state whether facility policies and procedures comply with relevant standards.

(c) For each of these standards, the auditor shall determine whether the audited facility reaches one of the following findings: Exceeds Standard (substantially exceeds requirement of standard); Meets Standard (substantial compliance; complies in all material ways with the standard for the relevant review period); Does Not Meet Standard (requires corrective action). The audit summary shall indicate, among other things, the number of provisions the facility has achieved at each grade level.

(d) Audit reports shall describe the methodology, sampling sizes, and basis for the auditor's conclusions with regard to each standard provision for each audited facility, and shall include recommendations for any required corrective action.

(e) Auditors shall redact any personally identifiable detainee or staff information from their reports, but shall provide such information to the agency upon request.

(f) The agency shall ensure that the auditor's final report is published on the agency's Web site if it has one, or is otherwise made readily available to the public. The agency shall redact any sensitive but unclassified information

(including law enforcement sensitive information) prior to providing such reports publicly.

§ 115.204 Audit corrective action plan.

(a) A finding of "Does Not Meet Standard" with one or more standards shall trigger a 180-day corrective action period.

(b) The agency and the facility shall develop a corrective action plan to achieve compliance.

(c) The auditor shall take necessary and appropriate steps to verify implementation of the corrective action plan, such as reviewing updated policies and procedures or re-inspecting portions of a facility.

(d) After the 180-day corrective action period ends, the auditor shall issue a final determination as to whether the facility has achieved compliance with those standards requiring corrective action.

(e) If the facility does not achieve compliance with each standard, it may (at its discretion and cost) request a subsequent audit once it believes that it has achieved compliance.

§ 115.205 Audit appeals.

(a) A facility may lodge an appeal with the agency regarding any specific audit finding that it believes to be incorrect. Such appeal must be lodged

within 90 days of the auditor's final determination.

(b) If the agency determines that the facility has stated good cause for a re-evaluation, the facility may commission a re-audit by an auditor mutually agreed upon by the agency and the facility. The facility shall bear the costs of this re-audit.

(c) The findings of the re-audit shall be considered final.

Jeh Charles Johnson,

Secretary.

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**CROSS WALK
DHS STANDARDS AND TEDS**

February 7, 2017

DHS STANDARDS (SEXUAL ABUSE/ASSAULT) PROVISION	SUBPART	TEDS CITATION	OUTCOME/CLOSURE
ZERO TOLERANCE POLICY: PREA 6 CFR § 115.111 (a) The agency shall have a written policy mandating zero tolerance toward all forms of sexual abuse and outlining the agency's approach to preventing, detecting, and responding to such conduct.	B	TEDS 1.3	CBP ZTP (May 2014/Reissued March 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014).
PSA COORDINATOR: PREA 6 CFR § 115.111 (b) The agency shall employ or designate an upper-level, agency-wide PSA Coordinator with sufficient time and authority to develop, implement, and oversee agency efforts to comply with these standards in all of its holding facilities	B		Position Description, PSA Coordinator (GS-0340-15), PD No. A07452 (May 2014); Develop and fill a CBP PSA Coordinator position (February 2015).
CONTRACT REQUIREMENTS: PREA 6 CFR § 115.112(a) An agency that contracts for the confinement of detainees in holding facilities operated by non-DHS private or public agencies or other entities, including other government agencies, shall include in any new contracts, contract renewals, or substantive contract modifications the entity's obligation to adopt and comply with these standards ; (b) Any new contracts, contract renewals, or substantive contract modifications shall provide for agency contract monitoring to ensure that the contractor is complying with these standards.; (c) To the extent an agency contracts for confinement of holding facility detainees, all rules in this subpart that apply to the agency shall apply to the contractor, and all rules that apply to staff or employees shall apply to contractor staff.	B		ZH26 SAAPR Clause in Contract Language & Acquisition Alert (SAAPR Clause inserted in Section H for all new contracts, contract renewals, or substantive contract modifications above the micro-purchase threshold (and purchase cards for up to \$3K) (November 2014); PDO is working with the Office of Acquisition to updated ZH26 Clause/Language. Additionally, CBP took position - along with ICE and in coordination with DHS - that when we contract through riders on USMS contracts, those facilities are subject to the DOJ SAAPR regulations and therefore DHS SAAPR does not set forth requirements on those facilities.
DETAINEE SUPERVISION: PREA 6 CFR § 115.113 (a) The agency shall ensure that each facility maintains sufficient supervision of detainees , including through appropriate staffing levels and, where applicable, video monitoring, to protect detainees against sexual abuse.;	B	TEDS: 4.6, 4.7, 5.1, 6.0	TEDS (October 2015) in section 4.6 provides guidance on the following: Supervision and Inspections; Non-24 Hour Holding Facilities; Checks; Hold Room Checks; Privacy; and Officer/Agent Hold room Entry. USBP and OFO Component SAAPR Memos and Musters (August 2014); OFO "Secure Detention Transport and Escort Procedures" (Aug. 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); USBP Design Standards (June 2014); CBP Self Inspection Program FY15 and FY 16 Cycles & SIW responses. CBP Self Inspection Program FY 17 Cycle (Secure Detention, Escort, and Transport at Ports of Entry).

**CROSS WALK
DHS STANDARDS AND TEDS**

February 7, 2017

<p>DETAINEE SUPERVISION: PREA 6 CFR § 115.113 (b) The agency shall develop and document comprehensive detainee supervision guidelines to determine and meet each facility's detainee supervision needs, and shall review those supervision guidelines and their application at each facility at least annually.(c) In determining adequate levels of detainee supervision and determining the need for video monitoring, agencies shall take into consideration the physical layout of each holding facility, the composition of the detainee population, the prevalence of substantiated and unsubstantiated incidents of sexual abuse, the findings and recommendations of sexual abuse incident review reports, and any other relevant factors, including but not limited to the length of time detainees spend in agency custody.</p>	B		
<p>JUVENILES AND FAMILY REQUIREMENTS: PREA 6 CFR § 115.114 (a) Juveniles shall be detained in the least restrictive setting appropriate to the juvenile's age and special needs, provided that such setting is consistent with the need to protect the juvenile's well-being and that of others, as well as with any other laws, regulations, or legal requirements.; (b) Unaccompanied juveniles shall generally be held separately from adult detainees. The juvenile may temporarily remain with a non-parental adult family member where: (1) The family relationship has been vetted to the extent feasible, and (2) The agency determines that remaining with the non-parental adult family member is appropriate, under the totality of the circumstances.</p>	B	TEDS 1.6, 2.4, 4.3, 5.1, 5.2, 5.6	TEDS (October 2015); USBP and OFO Component SAAPR Memos and Musters (August 2014); OFO "Secure Detention Transport and Escort Procedures" (August 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); CBP "Interim Guidance on Processing UACs" (2009); USBP Design Standards (June 2014); Updated Age Determination Procedures-USBP (October 25, 2010); Implementation of the William Wilberforce TVPRA (March 20, 2009); CBP Self Inspection Program FY15 and FY16 Cycle & SIW responses; Documentation in OFO's Inspections Operations Incident Log (IOIL) via TECS
<p>CROSS GENDER VIEWING AND SEARCHES: PREA 6 CFR § 115.115 (a) Searches may be necessary to ensure the safety of officers, civilians and detainees; to detect and secure evidence of criminal activity; and to promote security, safety, and related interests at DHS holding facilities; (b) Cross-gender strip searches or cross-gender visual body cavity searches shall not be conducted except in exigent circumstances, including consideration of officer safety, or when performed by medical practitioners. An agency shall not conduct visual body cavity searches of juveniles and, instead, shall refer all such body cavity searches of juveniles to a medical practitioner; (c) All strip searches and visual body cavity searches shall be documented.</p>	B	TEDS 3.4, 3.7, 3.8, 5.5	CBP Transport Escort Detention Standards (TEDS) (October 2015), section 3.0 Searches of Individuals provides guidance on the following: Requirements; Use of Restraints; Communication; Gender of Searching Officer/Agent; Medical Emergencies; Pat-Down Search; Strip Search; Body Cavity Search; Medical X-Rays; Monitored Bowel Movement Search. OFO Personal Search Handbook (CIS HB 3300-04B / July 2004); USBP and OFO Component SAAPR Memos (August 2014); OFO "Secure Detention Transport and Escort Procedures" (Aug. 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); CBP OFO and USBP Academy and follow-up annual trainings; and CBP Self Inspection Program FY 17 Self Inspection Program Worksheet (Prevention of Sexual Abuse and Assault).

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<p>CROSS GENDER VIEWING AND SEARCHES: PREA 6 CFR § 115.115 (d) The agency shall implement policies and procedures that enable detainees to shower (where showers are available), perform bodily functions, and change clothing without being viewed by staff of the opposite gender, except in exigent circumstances or when such viewing is incidental to routine cell checks or is otherwise appropriate in connection with a medical examination or monitored bowel movement under medical supervision. Such policies and procedures shall require staff of the opposite gender to announce their presence when entering an area where detainees are likely to be showering, performing bodily functions, or changing clothing.(e) The agency and facility shall not search or physically examine a detainee for the sole purpose of determining the detainee’s gender. If the detainee’s gender is unknown, it may be determined during conversations with the detainee, by reviewing medical records (if available), or, if necessary, learning that information as part of a broader medical examination conducted in private, by a medical practitioner.</p>	<p style="text-align: center;">B</p>	<p>TEDS 4.6, 5.5</p>	<p>CBP Transport Escort Detention Standards (TEDS) (October 2015), section 3.0 Searches of Individuals provides guidance on the following: Requirements; Use of Restraints; Communication; Gender of Searching Officer/Agent; Medical Emergencies; Pat-Down Search; Strip Search; Body Cavity Search; Medical X-Rays; Monitored Bowel Movement Search. OFO Personal Search Handbook (CIS HB 3300-04B / July 2004); USBP and OFO Component SAAPRA Memos (August 2014); OFO "Secure Detention Transport and Escort Procedures" (Aug. 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); CBP OFO and USBP Academy and follow-up annual trainings; USBP and OFO Component SAAPR Memos (August 2014); USBP Design Standards (June 2014); and OFO Personal Search Handbook (CIS HB 3300-04B/July 2004).</p>
<p>CROSS GENDER VIEWING AND SEARCHES: PREA 6 CFR § 115.115 (f) The agency shall train law enforcement staff in proper procedures for conducting pat-down searches, including cross-gender pat-down searches and searches of transgender and intersex detainees. All pat-down searches shall be conducted in a professional and respectful manner, and in the least intrusive manner possible, consistent with security needs and agency policy, including consideration of officer safety.</p>	<p style="text-align: center;">B</p>		<p>CBP Transport Escort Detention Standards (TEDS) (October 2015), section 3.0 Searches of Individuals provides guidance on the following: Requirements; Use of Restraints; Communication; Gender of Searching Officer/Agent; Medical Emergencies; Pat-Down Search; Strip Search; Body Cavity Search; Medical X-Rays; Monitored Bowel Movement Search. OFO Personal Search Handbook (CIS HB 3300-04B / July 2004); USBP and OFO Component SAAPR Memos (August 2014); OFO "Secure Detention Transport and Escort Procedures" (August 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); CBP OFO and USBP Academy and follow-up annual trainings; USBP Design Standards (June 2014); OFO Personal Search Handbook (CIS HB 3300-04B/July 2004): Additionally, Federal Law Enforcement Certified Training (Pat-Down Search Training) has always been a part of the existing Academy Training for both OFO and USBP.</p>

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<p>DISABILITY AND LIMITED ENGLISH PROFICIENCY ACCOMMODATIONS: PREA 6 CFR § 115.116 (a) The agency shall take appropriate steps to ensure that detainees with disabilities (including, for example, detainees who are deaf or hard of hearing, those who are blind or have low vision, or those who have intellectual, psychiatric, or speech disabilities), have an equal opportunity to participate in or benefit from all aspects of the agency's efforts to prevent, detect, and respond to sexual abuse. Such steps shall include, when necessary to ensure effective communication with detainees who are deaf or hard of hearing, providing access to in-person, telephonic, or video interpretive services that enable effective, accurate, and impartial interpretation, both receptively and expressively, using any necessary specialized vocabulary. In addition, the agency shall ensure that any written materials related to sexual abuse are provided in formats or through methods that ensure effective communication with detainees with disabilities, including detainees who have intellectual disabilities, limited reading skills, or who are blind or have low vision. An agency is not required to take actions that it can demonstrate would result in a fundamental alteration in the nature of a service, program, or activity, or in undue financial and administrative burdens, as those terms are used in regulations promulgated under title II of the Americans with Disabilities Act, 28 CFR 35.164.</p>	<p style="text-align: center;">B</p>	<p>TEDS 1.7, 4.2, 5.1, 6.0</p>	<p>CBP National Standards on Transport, Escort, Detention, and Search (TEDS); CBP Language Access Plan; Component SAAPR Memos (July/August 2014); USBP Design Standards (June 2014); Revised CBP Sexual Abuse/Assault Reporting Poster/Flyer in multiple languages (August 2016).</p>
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<p>DISABILITY AND LIMITED ENGLISH PROFICIENCY ACCOMMODATIONS: PREA 6 CFR § 115.116 (b) The agency shall take reasonable steps to ensure meaningful access to all aspects of the agency's efforts to prevent, detect, and respond to sexual abuse to detainees who are limited English proficient, including steps to provide in-person or telephonic interpretive services that enable effective, accurate, and impartial interpretation, both receptively and expressively, using any necessary specialized vocabulary; (c) In matters relating to allegations of sexual abuse, the agency shall provide in-person or telephonic interpretation services that enable effective, accurate, and impartial interpretation, by someone other than another detainee, unless the detainee expresses a preference for another detainee to provide interpretation, and the agency determines that such interpretation is appropriate and consistent with DHS policy. The provision of interpreter services by minors, alleged abusers, detainees who witnessed the alleged abuse, and detainees who have a significant relationship with the alleged abuser is not appropriate in matters relating to allegations of sexual abuse is not appropriate in matters relating to allegations of sexual abuse,</p>	<p style="text-align: center;">B</p>	<p>TEDS 1.7, 5.1, 6.0</p>	<p>(TEDS (October 2015); CBP Language Access Plan (November 2016); Component SAAPR Memos (July/August 2014); USBP Design Standards (June 2014); 16). CBP Sexual Abuse/Assault Reporting Poster/Flyer (translated into multiple languages) (August 2016)</p>
<p>HIRING AND PROMOTIONS: PREA 6 CFR § 115.117 (a) The agency shall not hire or promote anyone who may have contact with detainees, and shall not enlist the services of any contractor or volunteer who may have contact with detainees, who has engaged in sexual abuse in a prison, jail, holding facility, community confinement facility, juvenile facility, or other institution (as defined in 42 U.S.C. 1997); who has been convicted of engaging or attempting to engage in sexual activity facilitated by force, overt or implied threats of force, or coercion, or if the victim did not consent or was unable to consent or refuse; or who has been civilly or administratively adjudicated to have engaged in such activity.</p>	<p style="text-align: center;">B</p>		<p>CBP Standards of Conduct (June 2012); CBP ZTP (May 2014/Reissued March 2015); HRM "SOP PREA Hiring and Promotions" 2/29/2016 includes Specific SAAPR Suitability Questionnaire and/or Assessment Questions; OPR Personnel Security Handbook, 1400-07A (Aug 2011); CBP has also updated its Standards of Conduct to incorporate prohibitions from committing acts of sexual abuse and/or assault and for retaliation. Following union negotiations, the revised policy will issue.</p>

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HIRING AND PROMOTIONS: PREA 6 CFR § 115.117(b) When the agency is considering hiring or promoting staff , it shall ask all applicants who may have contact with detainees directly about previous misconduct described in paragraph (a) of this section, in written applications or interviews for hiring or promotions and in any interviews or written self- evaluations conducted as part of reviews of current employees. The agency shall also impose upon employees a continuing affirmative duty to disclose any such misconduct.	B		CBP Standards of Conduct (June 2012); CBP ZTP (May 2014/Reissued March 2015); HRM "SOP PREA Hiring and Promotions" 2/29/2016 includes Specific SAAPR Suitability Questionnaire and/or Assessment Questions; OPR Personnel Security Handbook, 1400-07A (August 2011). CBP has also updated its Standards of Conduct and Table of Offenses and Penalties to incorporate prohibitions and penalties for committing acts of sexual abuse and/or assault and for retaliation. Following union negotiations, the revised policies will issue.
HIRING AND PROMOTIONS: PREA 6 CFR § 115.117(c) Before hiring new employees who may have contact with detainees, the agency shall require a background investigation to determine whether the candidate for hire is suitable for employment with the agency. The agency shall conduct an updated background investigation for agency employees every five years.	B		CBP Standards of Conduct (June 2012); CBP ZTP (May 2014/Reissued March 2015); HRM "SOP PREA Hiring and Promotions" (February 29, 2016) includes Specific SAAPR Suitability Questionnaire and/or Assessment Questions; OPR Personnel Security Handbook, 1400-07A (August 2011).
HIRING AND PROMOTIONS: PREA 6 CFR § 115.117 (d) The agency shall also perform a background investigation before enlisting the services of any contractor who may have contact with detainees.	B		CBP ZTP (May 2014/Reissued March 2015); HRM "SOP PREA Hiring and Promotions" (February 29, 2016) includes Specific PREA Suitability Questionnaire and/or Assessment Questions; and OPR Personnel Security Handbook 1400-07A (August 2011).
HIRING AND PROMOTIONS: PREA 6 CFR § 115.117(e) Material omissions regarding such misconduct, or the provision of materially false information, shall be grounds for termination or withdrawal of an offer of employment, as appropriate.	B		CBP Standards of Conduct (June 2012); CBP ZTP (May 2014/ Reissued March 2015); HRM SOP - PREA Hiring and Promotions: (February 29, 2016), which includes specific PREA Suitability Questionnaire and/or Assessment Questions. OPR: Personnel Security Handbook, 1400-07A (August 2011); CBP has updated its Standards of Conduct and Table of Offenses and Penalties to incorporate prohibitions and penalties for
HIRING AND PROMOTIONS: PREA 6 CFR § 115.117 (f) Unless prohibited by law, the agency shall provide information on substantiated allegations of sexual abuse involving a former employee upon receiving a request from an institutional employer for whom such employee has applied to work.	B		CBP ZTP (May 2014/ Reissued March 2015); HRM SOP PREA Hiring and Promotions (February 29, 2016), which includes specific SAAPR Suitability Questionnaire and/or Assessment Questions; OPR: Personnel Security Handbook, 1400-07A (August 2011).
HIRING AND PROMOTIONS: PREA 6 CFR § 115.117(g) In the event the agency contracts with a facility for the confinement of detainees, the requirements of this section otherwise applicable to the agency also apply to the facility.	B		HRM SOP PREA Hiring and Promotions (February 29, 2016) provides guidance.

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<p>FACILITY AND TECHNOLOGY UPGRADES: PREA 6 CFR § 115.118 (a) When designing or acquiring any new holding facility and in planning any substantial expansion or modification of existing holding facilities, the agency shall consider the effect of the design, acquisition, expansion, or modification upon the agency's ability to protect detainees from sexual abuse; (b) When installing or updating a video monitoring system, electronic surveillance system, or other monitoring technology in a holding facility, the agency shall consider how such technology may enhance the agency's ability to protect detainees from sexual abuse.</p>	B		SAAPR Language captured in Contracts; USBP Design Standards (June 2014); OFO Design Standards (September 2014) (pg. 21); CBP "Physical Security Handbook" (April 2000).
<p>EVIDENCE PROTOCOLS AND MEDICAL EXAMINATIONS: PREA 6 CFR § 115.121 (a) To the extent that the agency is responsible for investigating allegations of sexual abuse in its holding facilities, the agency shall follow a uniform evidence protocol that maximizes the potential for obtaining usable physical evidence for administrative proceedings and criminal prosecutions. The protocol shall be developed in coordination with DHS and shall be developmentally appropriate for juveniles, where applicable.</p>	B		CBP ZTP (May 2014/ Reissued March 2015); CBP Evidence Manual; CBP "Seized Asset Management and Enforcement Procedures Handbook" (July 2011) establishes protocol for OPR and USBP Agents and OFO Officers on "maximizing the potential for obtaining usable physical evidence..."; USBP "Border Patrol Evidence Policy" (Feb 2000); USBP, OFO., and IA Component SAAPR Memos (July/August 2014); PDO is developing a SAAPR Directive.
<p>EVIDENCE PROTOCOLS AND MEDICAL EXAMINATIONS: PREA 6 CFR § 115.121 (b) In developing the protocol referred to in paragraph (a) of this section, the agency shall consider how best to utilize available community resources and services to provide valuable expertise and support in the areas of crisis intervention and counseling to most appropriately address victims' needs.</p>	B		TEDS (October 2015); OFO and IA Component SAAPR Memos (July/August 2014)
<p>EVIDENCE PROTOCOLS AND MEDICAL EXAMINATIONS: PREA 6 CFR § 115.121 (c) Where evidentiary or medically appropriate, at no cost to the detainee, and only with the detainee's consent, the agency shall arrange for or refer the alleged victim detainee to a medical facility to undergo a forensic medical examination, including a Sexual Assault Forensic Examiner (SAFE) or Sexual Assault Nurse Examiner (SANE) where practicable. If SAFEs or SANEs cannot be made available, the examination can be performed by other qualified health care personnel.</p>	B	TEDS 6.0	TEDS (October 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014); OFO "Secure Detention Transport and Escort Procedures" (Sect.9.5) (Aug. 2008); USBP "Hold Rooms and Short Term Custody" (Sect. 6.7) (June 2008).

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<u>EVIDENCE PROTOCOLS AND MEDICAL EXAMINATIONS: PREA 6 CFR § 115.121</u> (d) If, in connection with an allegation of sexual abuse, the detainee is transported for a forensic examination to an outside hospital that offers victim advocacy services, the detainee shall be permitted to use such services to the extent available, consistent with security needs	B	TEDS 6.0	TEDS (October 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014).
<u>EVIDENCE PROTOCOLS AND MEDICAL EXAMINATIONS: PREA 6 CFR § 115.121</u> (e) To the extent that the agency is not responsible for investigating allegations of sexual abuse, the agency shall request that the investigating agency follow the requirements of paragraphs (a) through (d) of this section.	B		On August 29, 2014, CBP Commissioner authorized CBP OPR to conduct criminal investigations; between the implementation of DHS SAAPR Standards in May 2014 and September 2014, the DHS/IG and ICE/OPR conducted criminal investigations of sexual abuse/assault under established SAAPR policies and procedures. IA SAAPR Memo (July 2014)
<u>INVESTIGATIONS AND AGENCY OVERSIGHT: PREA 6 CFR § 115.122</u> (a) The agency shall establish a protocol to ensure that each allegation of sexual abuse is investigated by the agency, or referred to an appropriate investigative authority; (b) The agency protocol shall be developed in coordination with DHS investigative entities; shall include a description of the responsibilities of both the agency and the investigative entities; and shall require the documentation and maintenance, for at least five years, of all reports and referrals of allegations of sexual abuse. The agency shall post its protocol on its Web site, redacted if appropriate.	B		CBP ZTP (May 2014/ Reissued March 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014); OPR Internal Operating Procedures - Chapter 12 (April 2016). Additionally, PDO SAAPR Directive has been drafted.
<u>INVESTIGATIONS AND AGENCY OVERSIGHT: PREA 6 CFR § 115.122</u> (c) The agency protocol shall ensure that each allegation is promptly reported to the Joint Intake Center and, unless the allegation does not involve potentially criminal behavior, promptly referred for investigation to an appropriate law enforcement agency with the legal authority to conduct criminal investigations. The agency may separately, and in addition to the above reports and referrals, conduct its own investigation.	B		CBP ZTP (May 2014/ Reissued March 2015); TEDS (October 2015); USBP, OFO, and IA Component SAAPR Memos and Musters (July/August 2014); Commissioner's Situation Room (SITROOM) Directive "Reporting Significant Incidents to the Commissioner's Situation Room" (Sept 2010); Additionally, PDO SAAPR Directive has been drafted.

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<p>INVESTIGATIONS AND AGENCY OVERSIGHT: PREA 6 CFR § 115.122 (d) The agency shall ensure that all allegations of detainee sexual abuse are promptly reported to the PSA Coordinator and to the appropriate offices within the agency and within DHS to ensure appropriate oversight of the investigation.</p>	B		SITROOM SAA Significant Incident Report; Prompt reporting procedures with relevant federal partners (DHS/OIG, DHS/ICE, HHS/ORR); USBP, OFO, and IA Component SAAPR Memos and Musters (July/August 2014); OIG Integrity & Quality Oversight Division Hotline notification; DHS/ICE PSA Coordinator Notification; HHS Office of Refugee and Resettlement (ORR) Notification. Additionally, PDO has drafted a SAARP Directive.
<p>INVESTIGATIONS AND AGENCY OVERSIGHT: PREA 6 CFR § 115.122 (e) The agency shall ensure that any alleged detainee victim of sexual abuse that is criminal in nature is provided timely access to U nonimmigrant status information.</p>	B	TEDS 6.0	TEDS (October 2015); OPR Internal Operating Procedures - Chapter 12 (April 2016); (TEDS (October 2015); USBP and OFO Component SAAPR Memos and Musters (August 2014).
<p>TRAINING: PREA 6 CFR § 115.131 (a) The agency shall train, or require the training of all employees, contractors, and volunteers who may have contact with holding facility detainees, to be able to fulfill their responsibilities under these standards, including training on: (1) The agency's zero-tolerance policies for all forms of sexual abuse; (2) The right of detainees and employees to be free from sexual abuse, and from retaliation for reporting sexual abuse; (3) Definitions and examples of prohibited and illegal sexual behavior; (4) Recognition of situations where sexual abuse may occur; (5) Recognition of physical, behavioral, and emotional signs of sexual abuse, and methods of preventing such occurrences; (6) Procedures for reporting knowledge or suspicion of sexual abuse; (7) How to communicate effectively and professionally with detainees, including lesbian, gay, bisexual, transgender, intersex, or gender nonconforming detainees; and (8) The requirement to limit reporting of sexual abuse to personnel with a need-to-know in order to make decisions concerning the victim's welfare and for law enforcement or investigative purposes. (b) All current employees, contractors and volunteers who may have contact with holding facility detainees shall be trained within two years of the effective date of these standards, and the agency shall provide refresher information, as appropriate.</p>	B		Sexual Abuse and Assault Prevention and Response Training launched March 17, 2016 via PALMS. Additionally, PDO in collaboration with OTD, will develop refresher training every two years, which goes beyond the SAAPR requirement. As of December 2, 2016, 69.8% of targeted CBP personnel have completed the training. Assessing contractors training in collaboration with the Office of Acquisition. On November 21, 2016, provided Office of Acquisition language for Statements of Work for the Tornillo and Donna temporary holding facilities requiring contractors to provide SAARP training and submit training records to the Contracting Officer Representative.

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TRAINING: PREA 6 CFR § 115.131 (c) The agency shall document those employees who may have contact with detainees have completed the training and receive and maintain for at least five years confirmation that contractors and volunteers have completed the training.	B		Records for completed Training are maintained through PALMS for the targeted staff and series: (OFO – 1895 and 0401 (Agriculture); USBP – 1896; OPR – 1811 and 1801; AMO – 1801, 1881 and 2181 (pilots – later convert to 1881); and contractors. Thus far 69.8% of targeted CBP personnel have completed the training. On November 21, 2016, provided Office of Acquisition language for Statements of Work for the Tornillo and Donna temporary holding facilities requiring contractors to provide SAARP training and submit training records to the Contracting Officer Representative.
ZERO TOLERANCE NOTIFICATIONS: 6 CFR § 115.132 The agency shall make public its zero- tolerance policy regarding sexual abuse and ensure that key information regarding the agency's zero-tolerance policy is visible or continuously and readily available to detainees , for example, through posters , detainee handbooks, or other written formats.	B		CBP ZTP on CBP public website; Sexual Abuse/Assault Reporting Poster/Flyer in all CBP Holding Facilities (May 1, 2014); Revised Poster Disseminated (August 31, 2016); CBP Self Inspection Program Worksheet FY17 Prevention of Sexual Abuse and Assault -Detention and Facilities for compliance. Additionally, PDO is working with OPA to improve CBP's public website.
SPECIALIZED INVESTIGATIONS TRAINING: 6 CFR § 115.134 (a) In addition to the training provided to employees, DHS agencies with responsibility for holding facilities shall provide specialized training on sexual abuse and effective cross-agency coordination to agency investigators who conduct investigations into allegations of sexual abuse at holding facilities . All investigations into alleged sexual abuse must be conducted by qualified investigators.	B		OPR Completed in-person trainings to all SAC offices and Field Agents (June 2016); Additionally, OPR and OTD are working to create a Specialized Investigations Training on PALMS with an expected completion date of April 2017.
SPECIALIZED INVESTIGATIONS TRAINING: 6 CFR § 115.134 (b) The agency must maintain written documentation verifying specialized training provided to agency investigators pursuant to this section.	B		In June 2016, OPR provided training on sexual abuse and assault investigations and investigations involving allegations which violate the DHS SAAPR Standards, which included OPR's new sexual abuse/assault investigation procedures and tools, Final Records of Investigation (ROI) template and checklist for investigations. The training was provided to approximately 184 OPR employees and detailers and approximately 170 Special Agents and Supervisory Special Agents. Additionally, OPR and OTD are working to create a Specialized Investigations Training on PALMS with an expected completion date of April 2017.

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<p>RISK ASSESSMENTS: PREA 6 CFR § 115.141 (a) Before placing any detainees together in a holding facility, agency staff shall consider whether, based on the information before them, a detainee may be at a high risk of being sexually abused and, when appropriate, shall take necessary steps to mitigate any such danger to the detainee.(c) The agency shall also consider, to the extent that the information is available, the following criteria to assess detainees for risk of sexual victimization: (1) Whether the detainee has a mental, physical, or developmental disability; (2) The age of the detainee; (3) The physical build and appearance of the detainee; (4) Whether the detainee has previously been incarcerated or detained; (5) The nature of the detainee’s criminal history; and (6) Whether the detainee has any convictions for sex offenses against an adult or child; (7) Whether the detainee has self- identified as gay, lesbian, bisexual, transgender, intersex, or gender nonconforming; (8) Whether the detainee has self-identified as having previously experienced sexual victimization; and (9) The detainee’s own concerns about his or her physical safety.(d) If detainees are identified pursuant to the assessment under this section to be at high risk of victimization, staff shall provide such detainees with heightened protection, to include continuous direct sight and sound supervision, single-cell housing, or placement in a cell actively monitored on video by a staff member sufficiently proximate to intervene, unless no such option is determined to be feasible. (e) The facility shall implement appropriate controls on the dissemination of sensitive information provided by detainees under this section.</p>	B	TEDS 4.2, 6.0	CBP ZTP (May 2014/ Reissued March 2015); TEDS (October 2015); USBP and OFO Component SAAPR Memos (August 2014); OFO Memo on Implementation of CBP's National Standards on Transport, Escort, Detention, and Search (TEDS) with Detainee Assessment Checklist (November 9, 2015)
<p>RISK ASSESSMENTS: PREA 6 CFR § 115.141 (b) All detainees who may be held overnight with other detainees shall be assessed to determine their risk of being sexually abused by other detainees or sexually abusive toward other detainees; staff shall ask each such detainee about his or her own concerns about his or her physical safety.</p>	B	TEDS 4.2, 6.0	CBP ZTP (May 2014/ Reissued March 2015); TEDS (October 2015); USBP and OFO Component SAAPR Memos (August 2014); OFO Memo on Implementation of CBP's National Standards on Transport, Escort, Detention, and Search (TEDS) with Detainee Assessment Checklist (November 9, 2015).

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<p>DETAINEE REPORTING: PREA 6 CFR § 115.151 (a) The agency shall develop policies and procedures to ensure that the detainees have multiple ways to privately report sexual abuse, retaliation for reporting sexual abuse, or staff neglect or violations of responsibilities that may have contributed to such incidents, and shall provide instructions on how detainees may contact the DHS Office of the Inspector General or, as appropriate, another designated office, to confidentially and, if desired, anonymously, report these incidents. (b) The agency shall also provide, and shall inform the detainees of, at least one way for detainees to report sexual abuse to a public or private entity or office that is not part of the agency, and that is able to receive and immediately forward detainee reports of sexual abuse to agency officials, allowing the detainee to remain anonymous upon request.</p>	B	TEDS 6.0	CBP ZTP (May 2014/ Reissued March 2015; USBP, OFO, IA Component SAAPR Memos (July/August 2014); Sexual Abuse/Assault Reporting Poster Posted/Disseminated: (May 1, 2014); Revised Poster Disseminated (August 31, 2016).; Self Inspection Program Sexual Abuse and Assault Reporting Poster questions (FY2015, FY 2016, and FY 2017); TEDS (October 2015); Sexual Abuse/ Assault Reporting Poster Posted/Disseminated: (May 1, 2014); Revised Poster Disseminated (August 31, 2016).
<p>DETAINEE REPORTING: PREA 6 CFR § 115.151 (c) Agency policies and procedures shall include provisions for staff to accept reports made verbally, in writing, anonymously, and from third parties and to promptly document any verbal reports.</p>	B	TEDS 6.0;	CBP ZTP (May 2014/ Reissued March 2015); Agency Central (JIC/SITROOM) Reporting; PSA Coordinator Established prompt reporting with SITROOM SAA Significant Incident Report and OPR JIC; Agency Standards--TEDS (October 2015); Self-Inspection Program Worksheet FY 2015, FY 2016, and FY 2017; Sexual Abuse/Assault Reporting Poster Posted/Disseminated: (May 1, 2014 and August 2016); CBP ZTP (reissued March 11, 2015); USBP, OFO, and IA, Component SAAPR Memos and Musters (July/August 2014).
<p>THIRD PARTY REPORTING: PREA 6 CFR § 115.154 The agency shall establish a method to receive third-party reports of sexual abuse in its holding facilities. The agency shall make available to the public information on how to report sexual abuse on behalf of a detainee.</p>	B	TEDS 6.0;	CBP ZTP (May 2014/ Reissued March 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014); TEDS (October 2015); CBP Reporting Poster; flyer OIG Hotline & prompt notification to PSA Coordinator; DHS/CRCL reporting & prompt notification to PSA Coordinator; CBP Complaint systems/processes; CBP Joint Intake Center (JIC) reporting process; ORR prompt notification to DHS/CRCL and CBP PSA Coordinator; Sexual Abuse and Assault Reporting Poster Disseminated: (May 1, 2014); Revised Disseminated (August 31, 2016).

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STAFF REPORTING: PREA 6 CFR § 115.161 (a) The agency shall require all staff to report immediately and according to agency policy any knowledge, suspicion, or information regarding an incident of sexual abuse that occurred to any detainee; retaliation against detainees or staff who reported or participated in an investigation about such an incident; and any staff neglect or violation of responsibilities that may have contributed to an incident or retaliation. Agency policy shall include methods by which staff can report misconduct outside of their chain of command.	B	TEDS 6.0;	CBP ZTP (May 2014/ Reissued March 2015); USBP, OFO, and IA Component SAAPRA Memos (July/August 2014); TEDS (October 2015); SITROOM's Directive on Reporting Significant Incidents to the Commissioner's SITROOM (September 2010); SITROOM Significant Incident Report (Significant Incident Report) on sexual abuse/assault.
STAFF REPORTING: PREA 6 CFR § 115.161 (b) Staff members who become aware of alleged sexual abuse shall immediately follow the reporting requirements set forth in the agency's written policies and procedures.	B	TEDS 6.0;	CBP ZTP (May 2014/ Reissued March 2015); USBP, OFO, and IA Component SAAPR Memos (July/August 2014); TEDS (October 2015): SITROOM's Directive on Reporting Significant Incidents to the Commissioner's SITROOM (Sept 2010); SITROOM Significant Incident Report on sexual abuse/assault
STAFF REPORTING: PREA 6 CFR § 115.161 (c) Apart from such reporting, the agency and staff shall not reveal any information related to a sexual abuse report to anyone other than to the extent necessary to help protect the safety of the victim or prevent further victimization of other detainees or staff in the facility, or to make medical treatment, investigation, law enforcement, or other security and management decisions.	B		TEDS (October 2015); CBP ZTP ((May 2014/ Reissued March 2015); USBP, OFO, and IA Component SAAPR Memos and Musters (July/August 2014).
STAFF REPORTING: PREA 6 CFR § 115.161 (d) If the alleged victim is under the age of 18 or considered a vulnerable adult under a State or local vulnerable persons statute, the agency shall report the allegation to the designated State or local services agency under applicable mandatory reporting laws.	B		USBP, OFO, and IA Component SAAPR Memos (July/August 2014); SITROOM Significant Incident Report on sexual abuse/assault to PSA Coordinator & OPR.
AGENCY PROTECTION DUTIES: PREA 6 CFR § 115.162 When an agency employee has a reasonable belief that a detainee is subject to a substantial risk of imminent sexual abuse, he or she shall take immediate action to protect the detainee.	B	TEDS 6.0;	TEDS (October 2015); CBP ZTP (May 2014/ Reissued March 2015); TEDS (Oct 2015); USBP and OFO Component SAAPR Memos and Musters (August 2014); SAAPR General Training March 2016.
REPORTING TO OTHER CONFINEMENT FACILITIES: PREA 6 CFR § 115.163 (a) Upon receiving an allegation that a detainee was sexually abused while confined at another facility, the agency that received the allegation shall notify the appropriate office of the agency or the administrator of the facility where the alleged abuse occurred. (b) The notification provided in paragraph (a) of this section shall be provided as soon as possible, but no later than 72 hours after receiving the allegation.	B		USBP, OFO, and IA Component SAAPR Memos (July/August 2014); SITROOM Significant Incident Report on sexual abuse/assault to PSA Coordinator & OPR; Prompt Reporting structure with HHS/ORR and DHS/ICE.

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<p>REPORTING TO OTHER CONFINEMENT FACILITIES: PREA 6 CFR § 115.163 (c) The agency shall document that it has provided such notification.</p>	B		<p>USBP, OFO, and IA Component SAAPR Memos (July/August 2014); Prompt Reporting systems in place with Federal Partners; SITROOM SAA Significant Incident Report; Agency-Wide Standards; Agency Wide Directive; Centralized Reporting System; Component issuance of revised SAAPR memo and guidance; USBP (Notifications captured in Significant Incident Report and notifications provided to JIC (with a 'cc' to Sector))</p>
<p>REPORTING TO OTHER CONFINEMENT FACILITIES: PREA 6 CFR § 115.163 (d) The agency office that receives such notification, to the extent the facility is covered by this subpart, shall ensure that the allegation is referred for investigation in accordance with these standards</p>	B		<p>USBP, OFO, and IA Component SAAPR Memos (July/August 2014); SITROOM Significant Incident Report on sexual abuse/assault to PSA Coordinator.</p>
<p>RESPONDER DUTIES: PREA 6 CFR § 115.164 (a) Upon learning of an allegation that a detainee was sexually abused, the first law enforcement staff member to respond to the report, or his or her supervisor, shall be required to: (1) Separate the alleged victim and abuser; (2) Preserve and protect, to the greatest extent possible, any crime scene until appropriate steps can be taken to collect any evidence; (3) If the sexual abuse occurred within a time period that still allows for the collection of physical evidence, request the alleged victim not to take any actions that could destroy physical evidence, including, as appropriate, washing, brushing teeth, changing clothes, urinating, defecating, smoking, drinking, or eating; and (4) If the abuse occurred within a time period that still allows for the collection of physical evidence, ensure that the alleged abuser does not take any actions that could destroy physical evidence, including, as appropriate, washing, brushing teeth, changing clothes, urinating, defecating, smoking, drinking, or eating. (b) If the first staff responder is not a law enforcement staff member, the responder shall be required to request that the alleged victim not take any actions that could destroy physical evidence and then notify law enforcement staff.</p>	B	TEDS 6.0	<p>TEDS (October 2015): USBP and OFO Component SAAPR Memos and Musters (August 2014). Additionally, PDO SAAPR Directive has been drafted.</p>

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<p>COORDINATED RESPONSE: PREA 6 CFR § 115.165 (a) The agency shall develop a written institutional plan and use a coordinated, multidisciplinary team approach to responding to sexual abuse; (b) If a victim of sexual abuse is transferred between facilities covered by subpart A or B of this part, the agency shall, as permitted by law, inform the receiving facility of the incident and the victim's potential need for medical or social services; (b) of this section, the agency shall, as permitted by law, inform the receiving facility of the incident and the victim's potential need for medical or social services, unless the victim requests otherwise; (c) If a victim is transferred from a DHS holding facility to a facility not covered by paragraph (b) of this section, the agency shall, as permitted by law, inform the receiving facility of the incident and the victim's potential need for medical or social services, unless the victim requests otherwise.</p>	B	TEDS 6.0	TEDS (October 2015): USBP and OFO Component SAAPR Memos and Musters (August 2014); Reporting process established with HHS/ORR and DHS/ICE; SITROOM Sexual Abuse/Assault Significant Incident Report. Additionally, PDO SAAPR Directive has been drafted.
<p>DETAINEE PROTECTIONS: PREA 6 CFR § 115.166 Agency management shall consider whether any staff, contractor, or volunteer alleged to have perpetrated sexual abuse should be removed from duties requiring detainee contact pending the outcome of an investigation, and shall do so if the seriousness and plausibility of the allegation make removal appropriate</p>	B		CBP ZTP (May 2014/ Reissued March 2015); USBP and OFO Component SAAPR Memos and Musters (August 2014). Additionally, PDO SAAPR Directive has been drafted.
<p>AGENCY PROTECTION AGAINST RETALIATION: PREA 6 CFR § 115.167 Agency employees shall not retaliate against any person, including a detainee, who reports, complains about, or participates in an investigation into an allegation of sexual abuse, or for participating in sexual activity as a result of force, coercion, threats, or fear of force.</p>	B	TEDS 6.0	CBP ZTP (May 2014/ Reissued March 2015); TEDS (October 2015); USBP, OFO, and IA Component SAAPR Memos and Musters (July/August 2014).

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<p>INVESTIGATIONS: PREA 6 CFR § 115.171 (a) If the agency has responsibility for investigating allegations of sexual abuse, all investigations into alleged sexual abuse must be prompt, thorough, objective, and conducted by specially trained, qualified investigators; (d) The departure of the alleged abuser or victim from the employment or control of the agency shall not provide a basis for terminating an investigation. (e) When outside agencies investigate sexual abuse, the agency shall cooperate with outside investigators and shall endeavor to remain informed about the progress of the investigation.</p>	<p style="text-align: center;">B</p>		<p>CBP ZTP (May 2014/ Reissued March 2015); IA Component SAAPR Memo (July 2014); In June 2016, Office of Professional Responsibility (OPR) provided training on sexual abuse and assault investigations and investigations involving allegations which violate the DHS SAAPR Standards, which included OPR's new sexual abuse/assault investigation procedures and tools, Final Records of Investigation (ROI) template and checklist for investigations. The training was provided to approximately 184 OPR employees and detailers and approximately 170 Special Agents and Supervisory Special Agents. Additionally, PDO with OPR and OTD are working to create a Specialized Investigations Training on PALMS. Additionally, a PDO SAAPR Directive has been drafted.</p>
<p>INVESTIGATIONS: PREA 6 CFR § 115.171 (b) Upon conclusion of a criminal investigation where the allegation was substantiated, an administrative investigation shall be conducted. Upon conclusion of a criminal investigation where the allegation was unsubstantiated, the agency shall review any available completed criminal investigation reports to determine whether an administrative investigation is necessary or appropriate. Administrative investigations shall be conducted after consultation with the appropriate investigative office within DHS and the assigned criminal investigative entity.</p>	<p style="text-align: center;">B</p>		<p>IA Component SAAPR Memo and Muster (July 2014), OPR Internal Operating Procedure -Chapter 12 (April 2016); In June 2016, Office of Professional Responsibility (OPR) provided training on sexual abuse and assault investigations and investigations involving allegations which violate the DHS SAAPR Standards, which included OPR's new sexual abuse/assault investigation procedures and tools, Final Records of Investigation (ROI) template and checklist for investigations. The training was provided to approximately 184 OPR employees and detailers and approximately 170 Special Agents and Supervisory Special Agents.</p>

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<p>INVESTIGATIONS: PREA 6 CFR § 115.171 (c) The agency shall develop written procedures for administrative investigations, including provisions requiring: (1) Preservation of direct and circumstantial evidence, including any available physical and DNA evidence and any available electronic monitoring data; (2) Interviewing alleged victims, suspected perpetrators, and witnesses; (3) Reviewing prior complaints and reports of sexual abuse involving the suspected perpetrator; (4) Assessment of the credibility of an alleged victim, suspect, or witness, without regard to the individual's status as detainee, staff, or employee, and without requiring any detainee who alleges sexual abuse to submit to a polygraph; (5) Documentation of each investigation by written report, which shall include a description of the physical and testimonial evidence, the reasoning behind credibility assessments, and investigative facts and findings; and (6) Retention of such reports for as long as the alleged abuser is detained or employed by the agency, plus five years. Such procedures shall establish the coordination and sequencing of the two types of investigations, in accordance with paragraph (b) of this section, to ensure that the criminal investigation is not compromised by an internal administrative investigation.</p>	<p style="text-align: center;">B</p>		<p>CBP ZTP (May 2014/ Reissued March 2015); OPR Internal Operating Procedure - Chapter 12 (April 2016); USBP, OFO, and IA Component SAAPR Memos and Musters (July/August 2014) In June 2016, Office of Professional Responsibility (OPR) provided training on sexual abuse and assault investigations and investigations involving allegations which violate the DHS SAAPR Standards, which included OPR's new sexual abuse/assault investigation procedures and tools, Final Records of Investigation (ROI) template and checklist for investigations. The training was provided to approximately 184 OPR employees and detailers and approximately 170 Special Agents and Supervisory Special Agents.</p>
<p>EVIDENTIARY STANDARDS: PREA 6 CFR § 115.172 When an administrative investigation is undertaken, the agency shall impose no standard higher than a preponderance of the evidence in determining whether allegations of sexual abuse are substantiated.</p>	<p style="text-align: center;">B</p>		<p>IA Component SAAPR Memo and Muster (July 2014); In June 2016, Office of Professional Responsibility (OPR) provided training on sexual abuse and assault investigations and investigations involving allegations which violate the DHS SAAPR Standards, which included OPR's new sexual abuse/assault investigation procedures and tools, Final Records of Investigation (ROI) template and checklist for investigations. The training was provided to approximately 184 OPR employees and detailers and approximately 170 Special Agents and Supervisory Special Agents.</p>

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<p>STAFF DISCIPLINARY SANCTIONS: PREA 6 CFR § 115.176 (a) Staff shall be subject to disciplinary or adverse action up to and including removal from their position and the Federal service for substantiated allegations of sexual abuse or violating agency sexual abuse policies; (b) The agency shall review and approve policy and procedures regarding disciplinary or adverse action for staff and shall ensure that the policy and procedures specify disciplinary or adverse actions for staff, up to and including removal from their position and from the Federal service, when there is a substantiated allegation of sexual abuse, or when there has been a violation of agency sexual abuse rules, policies, or standards. Removal from their position and from the Federal service is the presumptive disciplinary sanction for staff who have engaged in or attempted or threatened to engage in sexual abuse, as defined under the definition of sexual abuse of a detainee by a staff member, contractor, or volunteer, paragraphs (1)-(4) and (7)-(8) of the definition of “sexual abuse of a detainee by a staff member, contractor, or volunteer” in 6 CFR § 115.6.</p>	<p style="text-align: center;">B</p>		<p>CBP ZTP (May 2014/ Reissued March 2015); USBP and OFO Component SAAPR Memos (August 2014); CBP "Ethical Conduct and Responsibilities" Directive (March 2015). CBP has also updated its Standards of Conduct and Table of Offenses and Penalties to incorporate prohibitions and penalties for committing acts of sexual abuse and/or assault and for retaliation. Following union negotiations, the revised policies will issue. Additionally, a PDO SAAPR Directive has been drafted.</p>
<p>STAFF DISCIPLINARY SANCTIONS: PREA 6 CFR § 115.176 (c) Each facility shall report all removals or resignations in lieu of removal for violations of agency or facility sexual abuse policies to appropriate law enforcement agencies, unless the activity was clearly not criminal; (d) Each agency shall make reasonable efforts to report removals or resignations in lieu of removal for violations of agency or facility sexual abuse policies to any relevant licensing bodies, to the extent known.</p>	<p style="text-align: center;">B</p>		<p>IA Component SAAPR Memo (July 2014)</p>

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<p>CORRECTIVE ACTIONS FOR CONTRACTORS AND VOLUNTEERS: PREA 6 CFR § 115.177 (a) Any contractor or volunteer suspected of perpetrating sexual abuse shall be prohibited from contact with detainees. The agency shall also consider whether to prohibit further contact with detainees by contractors or volunteers who have not engaged in sexual abuse, but have violated other provisions within these standards. The agency shall be responsible for promptly reporting sexual abuse allegations and incidents involving alleged contractor or volunteer perpetrators to an appropriate law enforcement agency as well as to the Joint Intake Center or another appropriate DHS investigative office in accordance with DHS policies and procedures. The agency shall make reasonable efforts to report to any relevant licensing body, to the extent known, incidents of substantiated sexual abuse by a contractor or volunteer; (b) Contractors and volunteers suspected of perpetrating sexual abuse may be removed from all duties requiring detainee contact pending the outcome of an investigation, as appropriate.</p>	B		USBP and OFO Component SAAPR Memos and Musters (August 2014); Updated Agency Contract Clause/Language. Additionally, PDO SAAPR Directive has been drafted.
<p>EMERGENCY MEDICAL SERVICES ACCESS: PREA 6 CFR § 115.182 (a) Detainee victims of sexual abuse shall have timely, unimpeded access to emergency medical treatment and crisis intervention services, including emergency contraception and sexually transmitted infections prophylaxis, in accordance with professionally accepted standards of care. (b) Emergency medical treatment services provided to the victim shall be without financial cost and regardless of whether the victim names the abuser or cooperates with any investigation arising out of the incident.</p>	B	TEDS 6.0	CBP ZTP (May 2014/ Reissued March 2015); TEDS (October 2015); USBP and OFO Component SAAPR Memos and Muster (August 2014); OFO "Secure Detention Transport and Escort Procedures" (Aug. 2008); USBP "Hold Rooms and Short Term Custody" (June 2008); OFO documents medical response in "SIGMA Events."

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<p>INCIDENT REVIEWS: PREA 6 CFR § 115.186 (a) The agency shall conduct a sexual abuse incident review at the conclusion of every investigation of sexual abuse and, where the allegation was not determined to be unfounded, prepare a written report recommending whether the allegation or investigation indicates that a change in policy or practice could better prevent, detect, or respond to sexual abuse. Such review shall ordinarily occur within 30 days of the agency receiving the investigation results from the investigative authority. The agency shall implement the recommendations for improvement, or shall document its reasons for not doing so in a written response. Both the report and response shall be forwarded to the agency PSA Coordinator; (b) The agency shall conduct an annual review of all sexual abuse investigations and resulting incident reviews to assess and improve sexual abuse intervention, prevention and response efforts.</p>	<p style="text-align: center;">B</p>		<p>Developed a Sexual Abuse and Assault Incident Review (SAIR) Committee Standard Operating Procedure, which is under review and establishes an incident review process with OPR and CBP's operational components.</p>
<p>DATA COLLECTION: PREA 6 CFR § 115.187 (a) The agency shall maintain in a secure area all agency case records associated with claims of sexual abuse, in accordance with these standards and applicable agency policies, and in accordance with established schedules. The DHS Office of Inspector General shall maintain the official investigative file related to claims of sexual abuse investigated by the DHS Office of Inspector General.</p>	<p style="text-align: center;">B</p>		<p>Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014). Additionally, PDO SAAPR Directive has been drafted.</p>

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<p>DATA COLLECTION: PREA 6 CFR § 115.187 (b) On an annual basis, the PSA Coordinator shall aggregate, in a manner that will facilitate the agency's ability to detect possible patterns and help prevent future incidents, the incident- based sexual abuse data available, including the number of reported sexual abuse allegations determined to be substantiated, unsubstantiated, or unfounded, or for which investigation is ongoing, and for each incident found to be substantiated, such information as is available to the PSA Coordinator concerning:</p> <p>(1) The date, time, location, and nature of the incident; (2) The demographic background of the victim and perpetrator (including citizenship, age, gender, and whether either has self-identified as gay, lesbian, bisexual, transgender, intersex, or gender nonconforming); (3) The reporting timeline for the incident (including the name of individual who reported the incident, and the date and time the report was received); (4) Any injuries sustained by the victim; (5) Post-report follow up responses and action taken by the agency (e.g., supervision, referral for medical or mental health services, etc.); and (6) Any sanctions imposed on the perpetrator.</p>	B		<p>Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014); SITROOM Sexual Abuse/Assault Significant Incident Report; PDO SAAPR Database (July 2014); PDO/OPR Monthly Reporting. Additionally, PDO SAAPR Directive has been drafted.</p>
<p>DATA COLLECTION: PREA 6 CFR § 115.187 (c) The agency shall maintain, review, and collect data as needed from all available agency records; (d) Upon request, the agency shall provide all such data from the previous calendar year to the Office for Civil Rights and Civil Liberties no later than June 30.</p>	B		<p>Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014); PDO SAAPR Database (July 2014); SITROOM Sexual Abuse/Assault Significant Incident Report (July 2014 and on-going); PDO/OPR Monthly Reporting - on-going.</p>
<p>DATA REVIEW FOR CORRECTIVE ACTION: PREA 6 CFR § 115.188 (a) The agency shall review data collected and aggregated pursuant to 6 CFR § 115.187 in order to assess and improve the effectiveness of its sexual abuse prevention, detection, and response policies, practices, and training, including by:</p> <p>(1) Identifying problem areas; (2) Taking corrective action on an ongoing basis; and (3) Preparing an annual report of its findings and corrective actions for the agency as a whole.; (b) Such report shall include a comparison of the current year's data and corrective actions with those from prior years and shall provide an assessment of the agency's progress in preventing, detecting, and responding to sexual abuse;</p>	B		<p>Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014); PDO SAAPR Database; SITROOM Sexual Abuse/Assault Significant Incident Report (July 2014 and ongoing). Additionally, PDO SAAPR Directive has been drafted.</p>

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DATA REVIEW FOR CORRECTIVE ACTION: PREA 6 CFR § 115.188 (c) The agency's report shall be approved by the agency head and made readily available to the public through its Web site; (d) The agency may redact specific material from the reports, when appropriate for safety or security, but must indicate the nature of the material redacted.	B		CBP inaugural report; once approved will be posted on CBP's public Web site.
DATA STORAGE, PUBLICATION AND DESTRUCTION: PREA 6 CFR § 115.189 (a) The agency shall ensure that data collected pursuant to 6 CFR § 115.187 are securely retained in accordance with agency record retention policies and the agency protocol regarding investigation of allegations.	B		IA Component SAAPR Memo (July 2014); Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014); Additionally, PDO SAAPR Directive has been drafted.
DATA STORAGE, PUBLICATION AND DESTRUCTION: PREA 6 CFR § 115.189 (b) The agency shall make all aggregated sexual abuse data from holding facilities under its direct control and from any private agencies with which it contracts available to the public at least annually on its Web site consistent with agency information disclosure policies and processes. PREA: (c) Before making aggregated sexual abuse data publicly available, the agency shall remove all personal identifiers.	B		Post data on CBP public site for CBP facilities under our direct control. However, data captures all allegations of sexual abuse/assault that may occur in CBP custody while being detained at a "private agency."
DATA STORAGE, PUBLICATION AND DESTRUCTION: PREA 6 CFR § 115.189 (d) The agency shall maintain sexual abuse data collected pursuant to 6 CFR § 115.187 for at least 10 years after the date of the initial collection unless Federal, State, or local law requires otherwise.	B		Joint Integrity Case Management System; Notice of Privacy Act Systems of Records, Federal Register, Volume 79 Issue 81 (April 28, 2014).

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<p>AUDITS OF STANDARDS: PREA 6 CFR § 115.193 (a) Within three years of July 6, 2015, the agency shall ensure that each of its immigration holding facilities that houses detainees overnight and has adopted these standards is audited. For any such holding facility established after July 6, 2015, the agency shall ensure that the facility is audited within three years. Audits of new holding facilities as well as holding facilities that have previously failed to meet the standards shall occur as soon as practicable within the three-year cycle; however, where it is necessary to prioritize, priority shall be given to facilities that have previously failed to meet the standards.; (1) Audits required under this paragraph (a) shall: (i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted pursuant to paragraph (a)(1)(ii) of this section, (ii) Be conducted pursuant to §6 CFR § 115.201 through 115.205, and (iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate. (2) [Reserved]</p>	<p style="text-align: center;">B</p>		<p>CBP identified 42 CBP Holding Facilities to be audited; OFO Design Standards (Sept 2014); USBP Design Standards (June 2014); Additionally, CBP has drafted a SAAPR Audit Process.</p>
<p>AUDITS OF STANDARDS: PREA 6 CFR § 115.193 (b) Following an audit, the agency shall ensure that any immigration holding facility that houses detainees overnight and is determined to be low- risk, based on its physical characteristics and passing its most recent audit, is audited at least once every five years. (1) Audits required under this paragraph (b) shall: (i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted pursuant to paragraph (b)(1)(ii) of this section, (ii) Be conducted pursuant to §§ 115.201 through 115.205, and (iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate. (2) [Reserved]</p>	<p style="text-align: center;">B</p>		<p>CBP to complete audits of 42 CBP Holding Facilities;</p>

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<p>AUDITS OF STANDARDS: PREA 6 CFR § 115.193 (c) Following an audit the agency shall ensure that any immigration holding facility that houses detainees overnight and is determined to not be low-risk, based on its physical characteristics or not passing its most recent audit, is audited at least once every three years. (1) Audits required under this paragraph (c) shall: (i) Include a determination whether the holding facility is low-risk based on its physical characteristics and whether it passes the audit conducted by paragraph (c)(1)(ii) of this section, (ii) Be conducted pursuant to §§ 115.201 through 115.205, and (iii) Be coordinated by the agency with the DHS Office for Civil Rights and Civil Liberties, which may request an expedited audit if it has reason to believe that an expedited audit is appropriate. (2) [Reserved]</p>	<p>B</p>		<p>CBP to complete audits of 42 CBP Holding Facilities;</p>
<p>SCOPE OF AUDITS: PREA 6 CFR § 115.201 (a) The agency shall develop and issue an instrument that is coordinated with the DHS Office for Civil Rights and Civil Liberties, which will provide guidance on the conduct of and contents of the audit:</p>	<p>C</p>		<p>DHS-Wide SAAPR Audit Instrument developed in conjunction with DHS/CRCL and DHS/Immigration and Customs Enforcement (ICE)</p>

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SCOPE OF AUDITS: PREA 6 CFR § 115.201 (b) The auditor shall review all relevant agency policies, procedures, reports, internal and external audits, and accreditations for each facility type ; (c) The audits shall review, at a minimum, a sampling of relevant documents and other records and information for the most recent one-year period.; (d) The auditor shall have access to, and shall observe, all areas of the audited facilities.; (e) The agency shall provide the auditor with relevant documentation to complete a thorough audit of the facility; (f) The auditor shall retain and preserve all documentation (including, e.g., videotapes and interview notes) relied upon in making audit determinations. Such documentation shall be provided to the agency upon request.; (g) The auditor shall interview a representative sample of detainees and of staff, and the facility shall make space available suitable for such interviews.; (h) The auditor shall review a sampling of any available videotapes and other electronically available data that may be relevant to the provisions being audited.; (i) The auditor shall be permitted to conduct private interviews with detainees.; (j) Detainees shall be permitted to send confidential information or correspondence to the auditor.; (k) Auditors shall attempt to solicit input from community-based or victim advocates who may have insight into relevant conditions in the facility.; (l) All sensitive but unclassified information provided to auditors will include appropriate designations and limitations on further dissemination. Auditors will be required to follow all appropriate procedures for handling and safeguarding such information.	C		CBP SAAPR Audit Program; DHS-Wide SAAPR Audit Instrument;
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<p>AUDITOR QUALIFICATIONS: PREA 6 CFR § 115.202 (a) An audit shall be conducted by entities or individuals outside of the agency and outside of DHS that have relevant audit experience; (b) All auditors shall be certified by the agency, in coordination with DHS. The agency, in coordination with DHS, shall develop and issue procedures regarding the certification process, which shall include training requirements.; (c) No audit may be conducted by an auditor who has received financial compensation from the agency being audited (except for compensation received for conducting other audits, or other consulting related to detention reform) within the three years prior to the agency's retention of the auditor.; (d) The agency shall not employ, contract with, or otherwise financially compensate the auditor for three years subsequent to the agency's retention of the auditor, with the exception of contracting for subsequent audits or other consulting related to detention reform.</p>	C		DHS Joint SAAPR Audit Contract (September 27, 2016); DHS SAAPR Audit Training/Certification (November 18, 2016)
<p>AUDIT CONTENTS AND FINDINGS: PREA 6 CFR § 115.203 (a) Each audit shall include a certification by the auditor that no conflict of interest exists with respect to his or her ability to conduct an audit of the facility under review; (b) Audit reports shall state whether facility policies and procedures comply with relevant standards; (c) For each of these standards, the auditor shall determine whether the audited facility reaches one of the following findings: Exceeds Standard (substantially exceeds requirement of standard); Meets Standard (substantial compliance; complies in all material ways with the standard for the relevant review period); Does Not Meet Standard (requires corrective action). The audit summary shall indicate, among other things, the number of provisions the facility has achieved at each grade level; (d) Audit reports shall describe the methodology, sampling sizes, and basis for the auditor's conclusions with regard to each standard provision for each audited facility, and shall include recommendations for any required corrective action; (e) Auditors shall redact any personally identifiable detainee or staff information from their reports, but shall provide such information to the agency upon request.</p>	C		DHS Joint SAAPR Audit Contract w/ ICE (September 27, 2016).

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AUDIT CONTENTS AND FINDINGS: PREA 6 CFR § 115.203 (f) The agency shall ensure that the auditor's final report is published on the agency's Web site if it has one, or is otherwise made readily available to the public. The agency shall redact any sensitive but unclassified information (including law enforcement sensitive information) prior to providing such reports publicly.	C		Final (redacted) Audit Reports posted on CBP public website
AUDIT CORRECTIVE ACTION PLANS: PREA 6 CFR § 115.204 (a) A finding of "Does Not Meet Standard" with one or more standards shall trigger a 180-day corrective action period ; (b) The agency and the facility shall develop a corrective action plan to achieve compliance.; (c) The auditor shall take necessary and appropriate steps to verify implementation of the corrective action plan, such as reviewing updated policies and procedures or re-inspecting portions of a facility; (d) After the 180-day corrective action period ends, the auditor shall issue a final determination as to whether the facility has achieved compliance with those standards requiring corrective action.; (e) If the facility does not achieve compliance with each standard, it may (at its discretion and cost) request a subsequent audit once it believes that is has achieved compliance.	C		CBP SAAPR Audit Program (to include Corrective Action Plan and implementation process)
AUDIT APPEALS: PREA 6 CFR § 115.205 (a) A facility may lodge an appeal with the agency regarding any specific audit finding that it believes to be incorrect. Such appeal must be lodged within 90 days of the auditor's final determination.; (b) If the agency determines that the facility has stated good cause for a reevaluation, the facility may commission a re-audit by an auditor mutually agreed upon by the agency and the facility. The facility shall bear the costs of this reaudit. ; (c) The findings of the re-audit shall be considered final.	C		CBP SAAPR Audit Program (to include Audit Appeal Process)

Custody Support and Compliance Division



The Custody Support and Compliance Division (CSCD) is responsible for overseeing U.S. Customs and Border Protection's (CBP) efforts to prevent, detect, and respond to all allegations of sexual abuse and assault of detainees in CBP holding facilities. Additionally, CSCD serves as a liaison to the Department of Homeland Security's Office of Civil Rights and Civil Liberties (CRCL) for allegations received from the traveling public involving claims of civil rights and civil liberties violations, for responding to CRCL recommendations resulting from its investigation of claims, and for overseeing the implementation of accepted recommendations. CSCD also spearheads CBP's efforts to ensure accessibility to federally conducted programs and activities for persons with disabilities and persons who are limited English proficient.

Sexual Abuse/Assault Prevention and Response

CSCD is responsible for developing, implementing, and overseeing CBP's efforts to comply with the [DHS Standards](#) to prevent, detect, and respond to sexual abuse and assault in CBP holding facilities. CBP has a [Zero Tolerance Policy](#) prohibiting all forms of sexual abuse and assault against individuals in CBP's custody, including in holding facilities, during transport, and during processing. CBP is committed to providing effective safeguards against sexual abuse and assault of individuals in CBP custody.

CSCD's prevention of sexual abuse and assault program responsibilities are as follows:

- Ensuring employees, contractors and volunteers who may come into contact with detainees are trained;
- Coordinating with CBP's operational offices to facilitate third-party audits of CBP holding facilities;
- Ensuring detainees are aware of their right to report allegations of sexual abuse and assault confidentially and without fear of retaliation;
- Tracking all allegations of sexual abuse and assault in holding facilities;
- Conducting incident reviews at the conclusion of every investigation of sexual abuse and assault;

- Conducting an annual review of all data received regarding incidents of sexual abuse or assault of individuals in CBP custody to detect possible patterns and help prevent future incidents; and
- Preparing an annual report to the Commissioner with the findings the annual review and corrective actions for the agency.

Civil Rights and Civil Liberties

It is the policy of CBP to treat all individuals in a non-discriminatory manner, without regard to their protected status under federal law, regulation, Executive Order, or policy. CBP is committed to ensuring that the civil rights and civil liberties of persons are not diminished by law enforcement efforts, activities and programs aimed at securing the homeland. To exemplify this commitment, CSCD maintains an efficient and effective external civil rights and civil liberties complaint processing program focused on gathering all the relevant facts and evidence.

CSCD's civil rights and civil liberties responsibilities are as follows:

- Establishing policies, implementing guidelines, standards, and programs necessary to ensure compliance with policy and guidance issued by the DHS/CRCL.
- Advising the Commissioner and other senior CBP leaders, as appropriate, on issues that may adversely impact operations or require funding to implement.
- Ensuring that the Department of Homeland Security (DHS), Office for Civil Rights and Civil Liberties (CRCL) receives requested information related to the implementation of guidelines, standards, and programs within established timeframes.
- Leading CBP's efforts to gather all information necessary, ensuring a free flow of information between CBP and DHS/CRCL to facilitate the timely and thorough completion of CRCL investigations. In particular, PDO will attempt to ensure that reports of investigation are returned to DHS/CRCL within 180 days.
- Arranging briefings, when necessary, to respond to DHS/CRCL's requests for information.
- Ensuring the implementation, when appropriate, of recommendations made in memoranda issued by DHS/CRCL to senior CBP leadership.
- Providing notification to DHS/CRCL of actions taken or reason(s) for non-implementation of DHS/CRCL recommendations.

Language Access

CBP's Language Access Plan implements the DHS Language Access Policy and establishes a system within CBP to implement [Executive Order 13166](#) - *Improving Access to Services for Persons with Limited English Proficiency (LEP)*, which requires that each Federal agency examine the services it provides to LEP persons and develop and implement a system by which LEP persons have "meaningful access" to those services without unduly burdening the mission of the agency. CSCD has taken steps to improve and increase language services for LEP individuals in operations, services, activities, and programs across CBP.

CSCD's language access responsibilities are as follows:

- Coordinating with CBP Offices on the development, modification, and implementation of CBP's LAP;
- Developing training on workplace responsibilities for providing language access;
- Coordinating internal and external awareness regarding available language resources;
- Spearheading CBP's efforts to prioritize language services based on importance of services or encounters, frequency of use, and demographics;
- Serving as CBP's representative to the DHS Language Access Working Group; and
- Collaborating with the DHS/CRCL and other Component representatives as needed to strengthen the DHS community of interest on this topic.

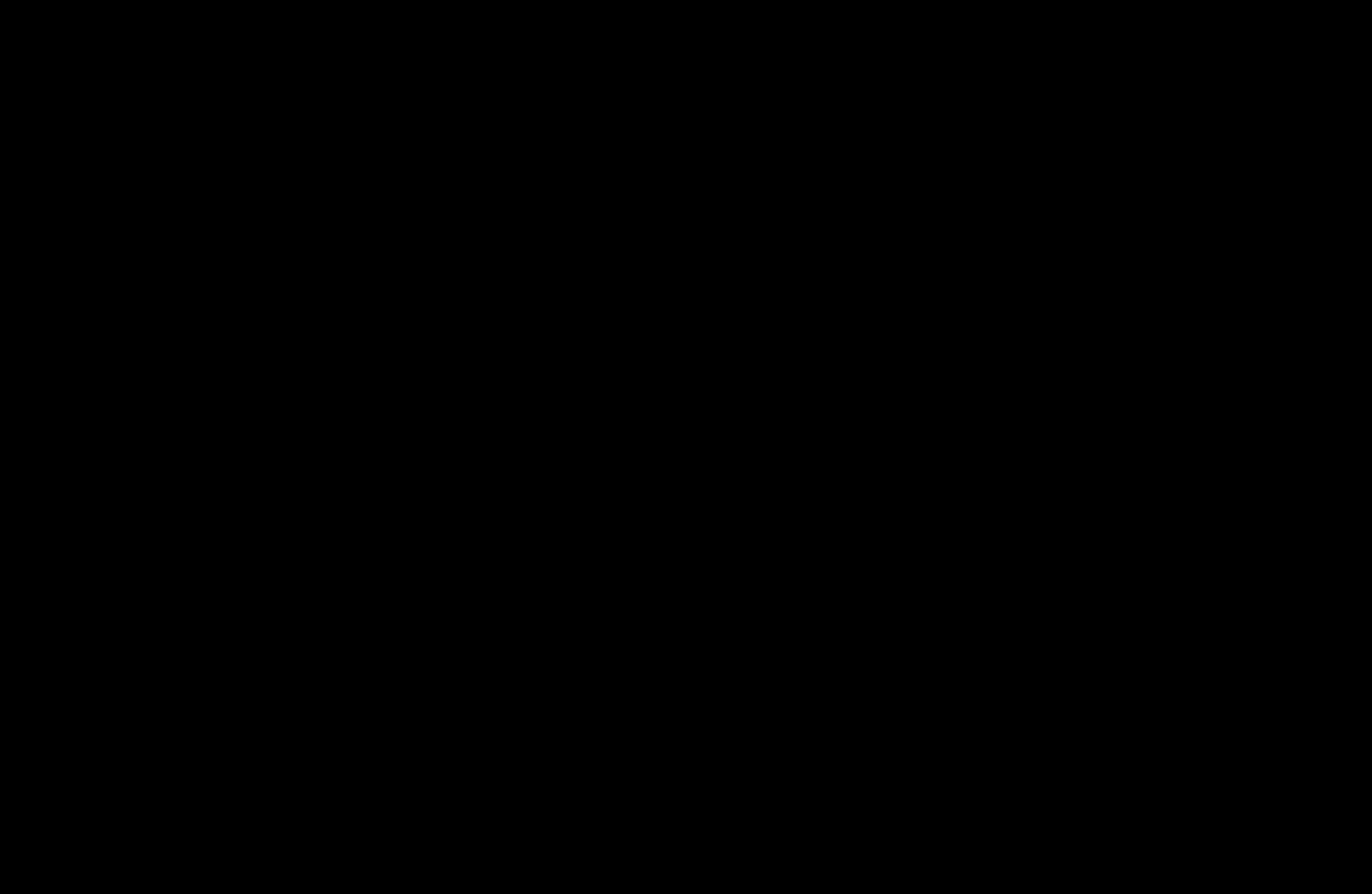
Disability Access

CSCD coordinates with CBP Offices to implement [DHS Directive 065-01](#), *Nondiscrimination for Individuals with Disabilities in DHS-Conducted Programs and Activities (Non-Employment)*, to strengthen compliance with Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination against individuals with disabilities in programs and activities conducted by federal agencies.

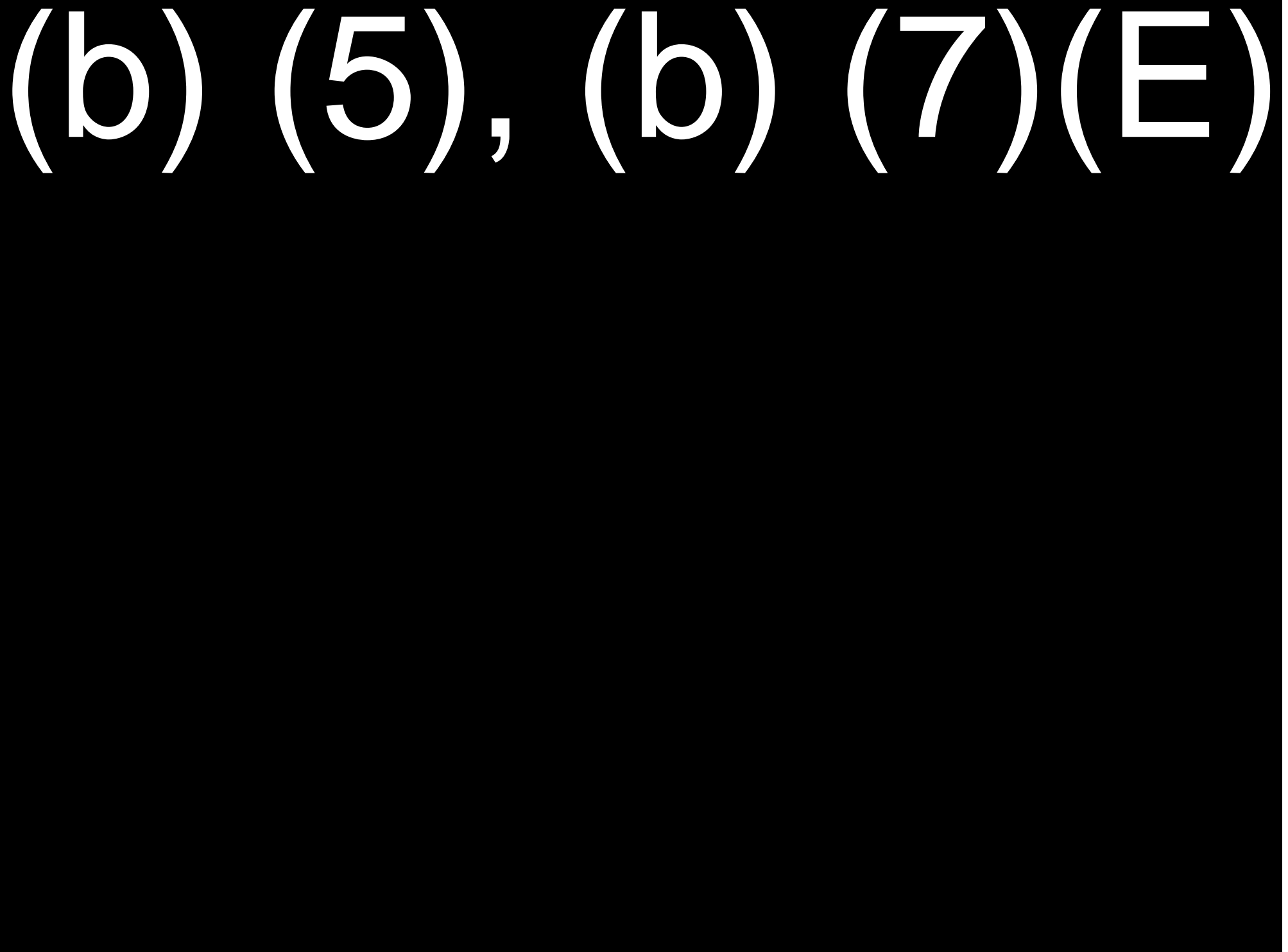
CSCD's disability access responsibilities are as follows:

- Working with representatives across CBP to serve as the central resource for compliance with Section 504;
- Serving as the point of contact for the public regarding questions and issues with respect to compliance with Section 504;
- Coordinating completion of a self-evaluation of CBP programs and activities to determine how CBP currently provides disability accommodation or modification to ensure equal access to persons with disabilities;
- Utilizing the results of the self-evaluation to develop a CBP Disability Access Plan to address any identified deficiencies in provision of access to all agency programs and activities to persons with disabilities;
- Providing outreach to individuals with disabilities on Section 504 related efforts;
- Serving as CBP's representative to the DHS Disability Access Working Group, and
- Coordinating with the DHS/CRCL and other Component representatives as needed to strengthen the DHS community of interest on this topic.

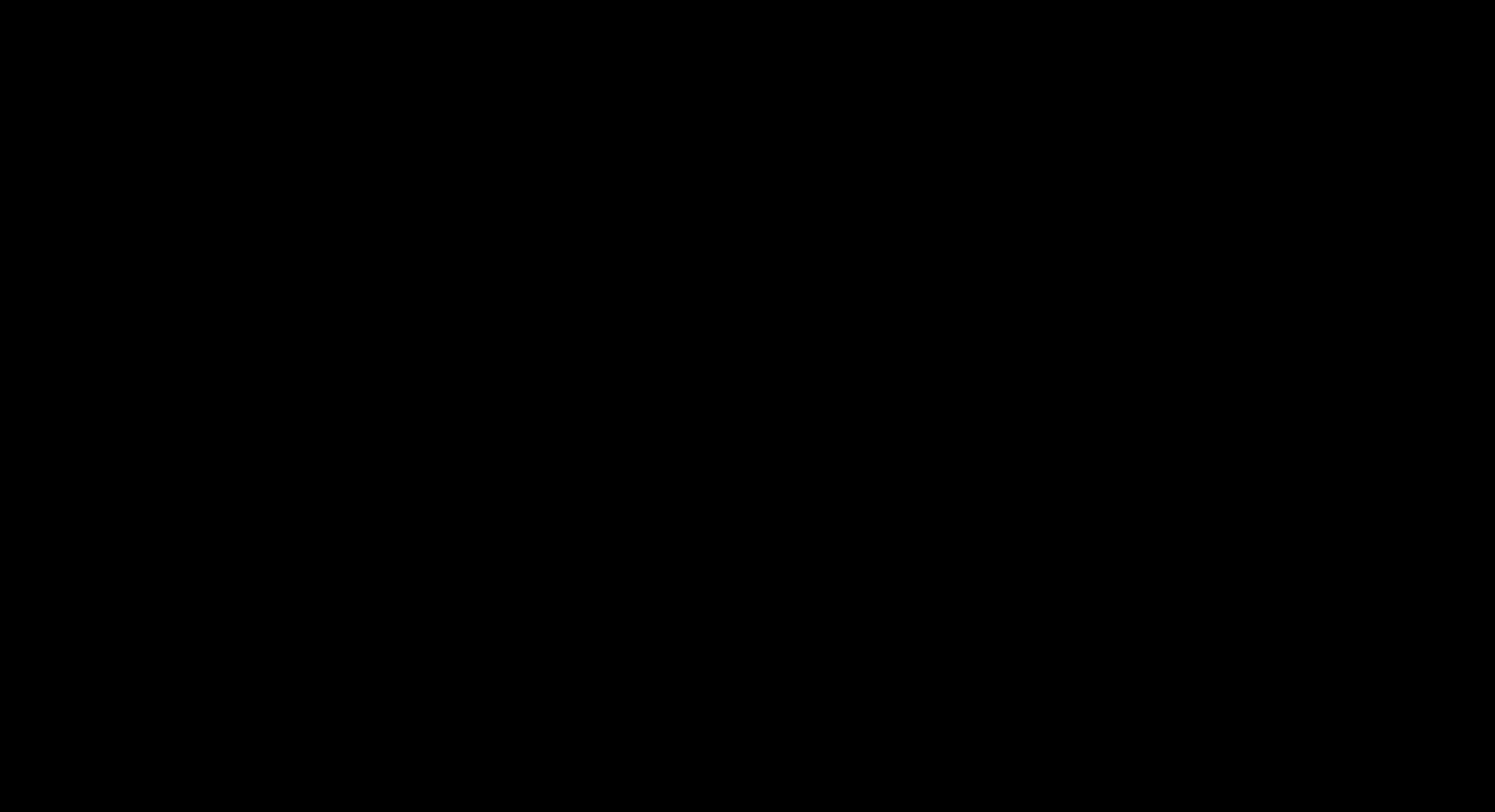
(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b)(6);(b)(7)(C)

Subject: meeting with (b)(6);(b)(7)(C)
Location: B2's office

Start: Wed 4/26/2017 11:00 AM
End: Wed 4/26/2017 11:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)
Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Mid-Cycle PWPs

Start: Fri 4/28/2017 12:00 PM

End: Fri 4/28/2017 1:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

We need to work on (b)(6);(b)(7)(C) PWPs.

(b)(6);(b)(7)(C)

Subject: Monthly Hiring Report Update Pre-Brief
Location: RRB 2.4A

Start: Tue 4/25/2017 10:00 AM
End: Tue 4/25/2017 10:45 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: JACKSTA, LINDA L (AC HRM)

Required Attendees: Owen, Todd C (AC OFO); WAGNER, JOHN P; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)
KARISCH, RODOLFO; YOUNG, EDWARD E; LOWRY, KIM M; HULL, AARON A; LUCK, SCOTT A (USBP); GARCIA-TOMCHICK, HONOR; (b) (6), (b) (7)(C)

Optional Attendees: KOLBE, KATHRYN; (b) (6), (b) (7)(C)

Dial in: (b) (7)(E) PIN: (b) (7)(E)

(b)(6);(b)(7)(C)

Subject: NBPC BPAPRA Discipline Discussion/Update
Location: Teaming Area

Start: Thu 4/20/2017 11:00 AM
End: Thu 4/20/2017 12:00 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: HUFFMAN, BENJAMINE C

ACC (b) (6), (b) (7)(C) to provide NBPC BPAPRA discipline & statistical case comparison updates

<<BPAPRA Irregular Overtime Stat Factors.docx>> <<USBP Discipline Stat Factors (Updated 4-13-17).docx>> <<BPAPRA Irregular OT (Claimed) Per Sector.xlsx>>

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



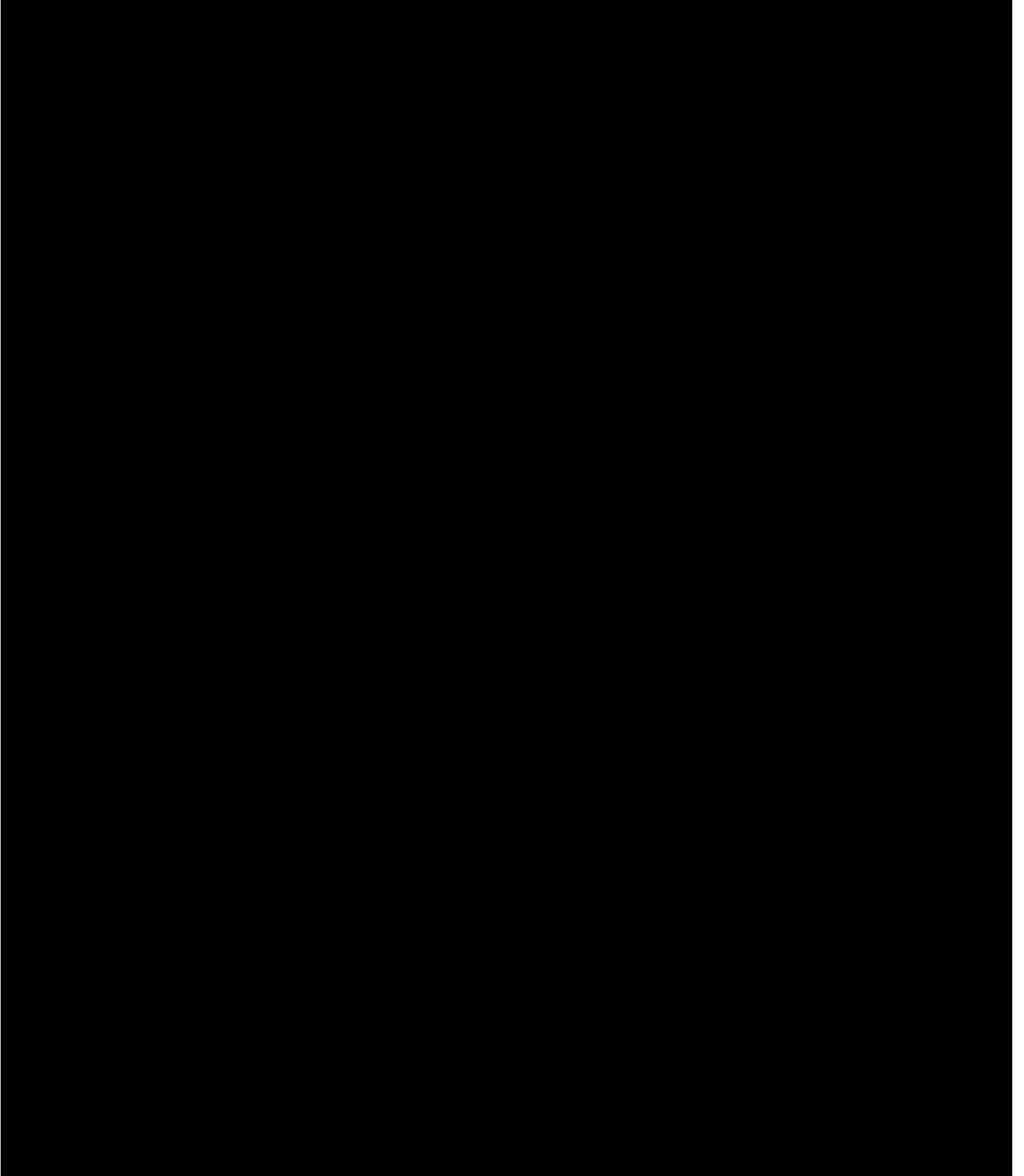
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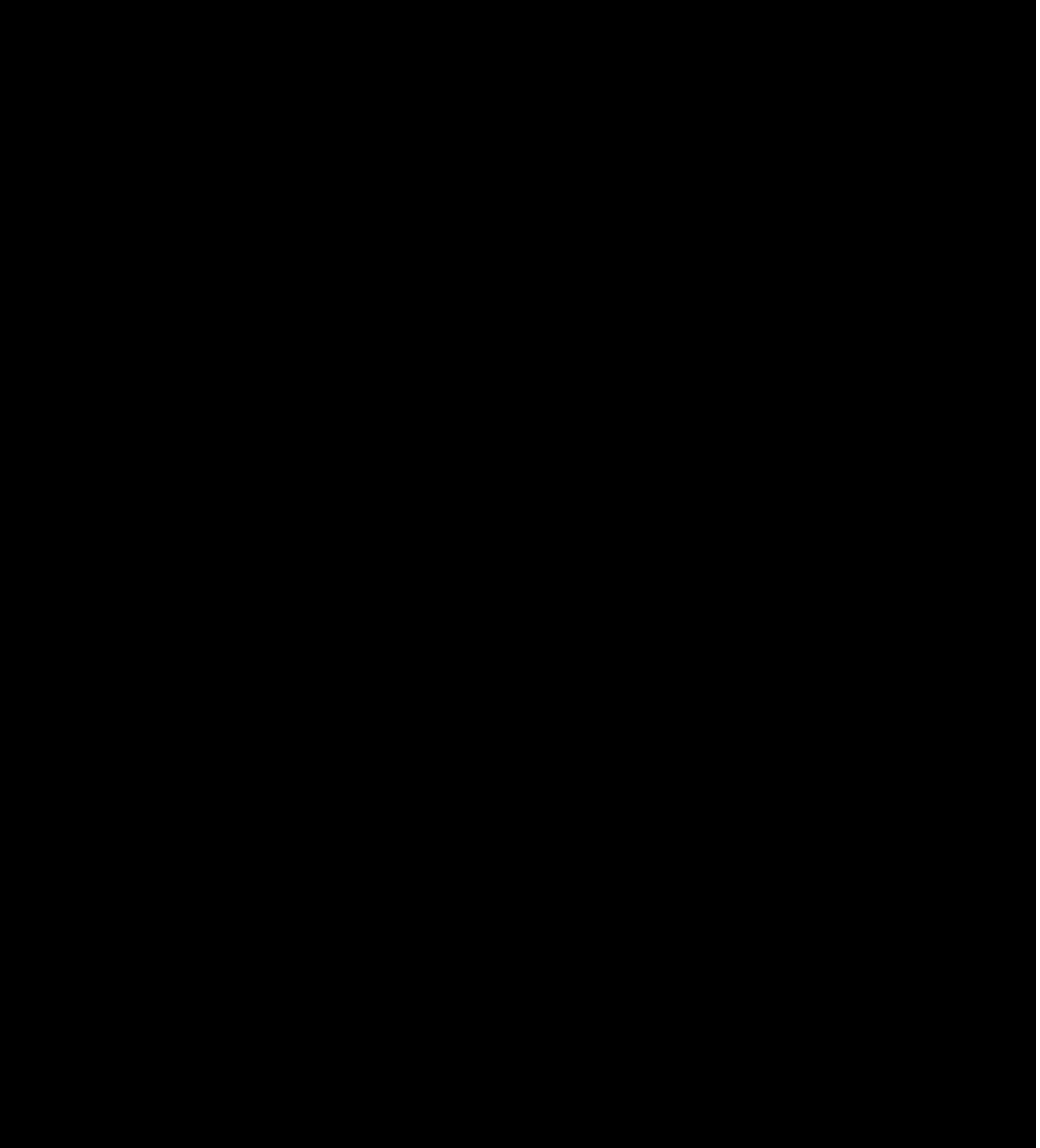
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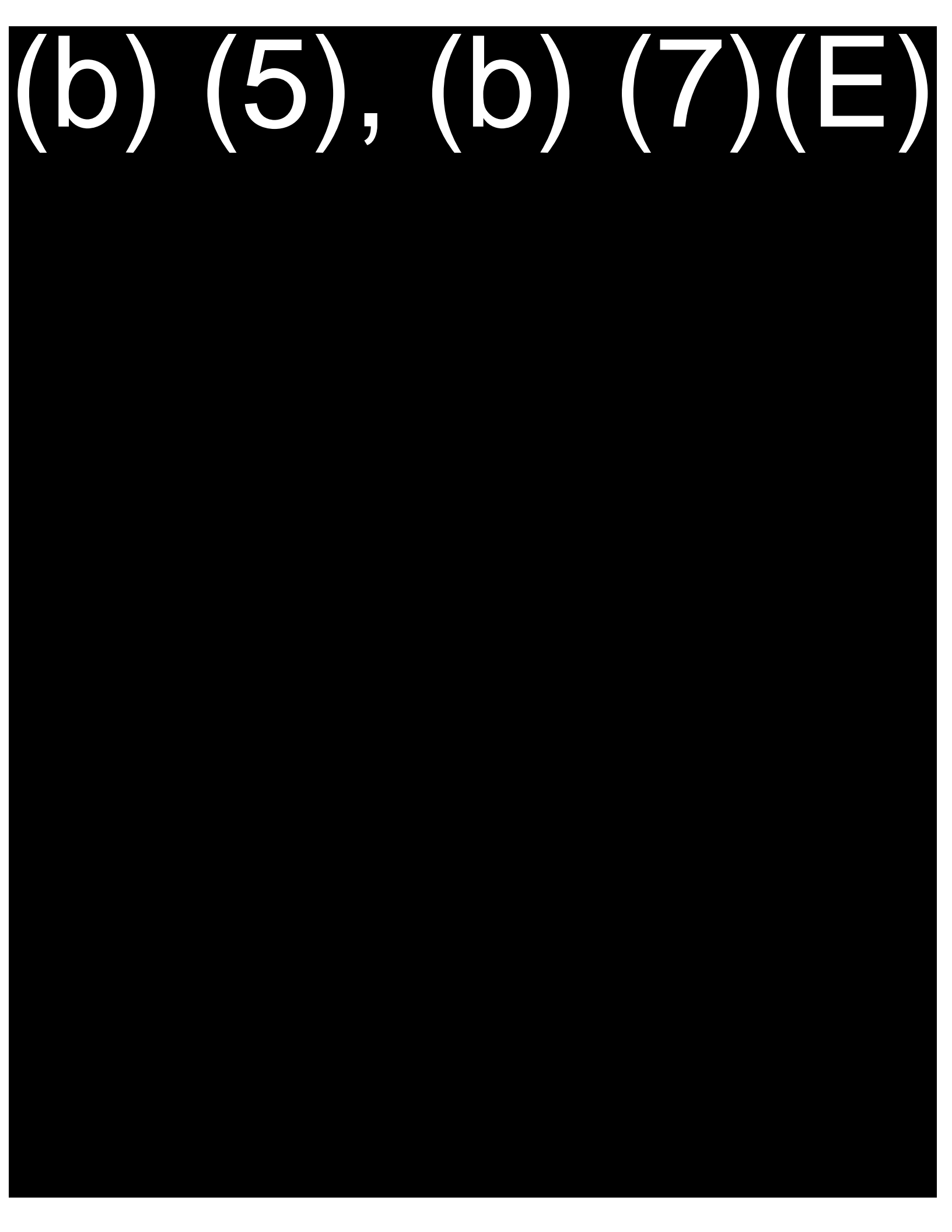


(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)





(b) (5), (b) (7)(E)

(b) (7)(E)



(b) (7)(E)

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b)(6);(b)(7)(C)

Subject: OCC Discussion (Detainer/I-200)

Location: USBP CONFERENCE ROOM (b)(6);(b)(7)(C)

Start: Wed 4/19/2017 7:45 AM

End: Wed 4/19/2017 8:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C; HULL, AARON A; CHAVEZ, GLORIA I; (b)(6), (b)(7)(C)

Optional Attendees: (b)(6), (b)(7)(C)

All,

This meeting is to discuss the new Detainer and the I-200 with OCC and will immediately follow the Stand-Up. Please advise if there are any conflicts.

(b)(6);(b)(7)(C)

Subject: OCC Settlement (FTCA and Bivens)
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 4/18/2017 9:30 AM
End: Tue 4/18/2017 10:00 AM

Recurrence: (none)

Meeting Status: Not yet responded

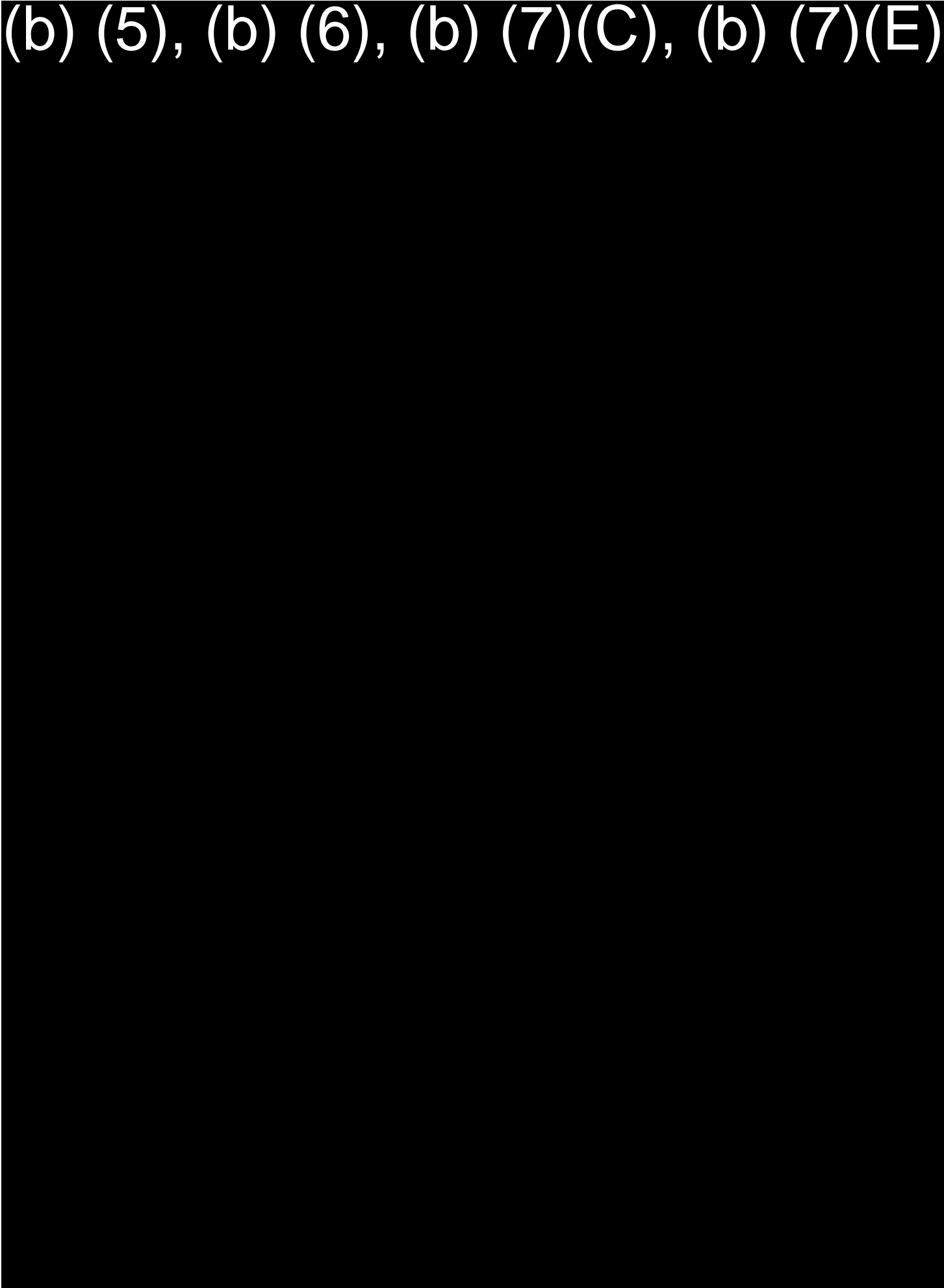
Organizer: CBP COMMISSIONER SCHEDULER

<<C1 Settlement Concurrence Action Memo (b) (6).pdf>> <<OGC Settlement Concurrence (b) (6)
FTCA BIVN LITG.PDF>>

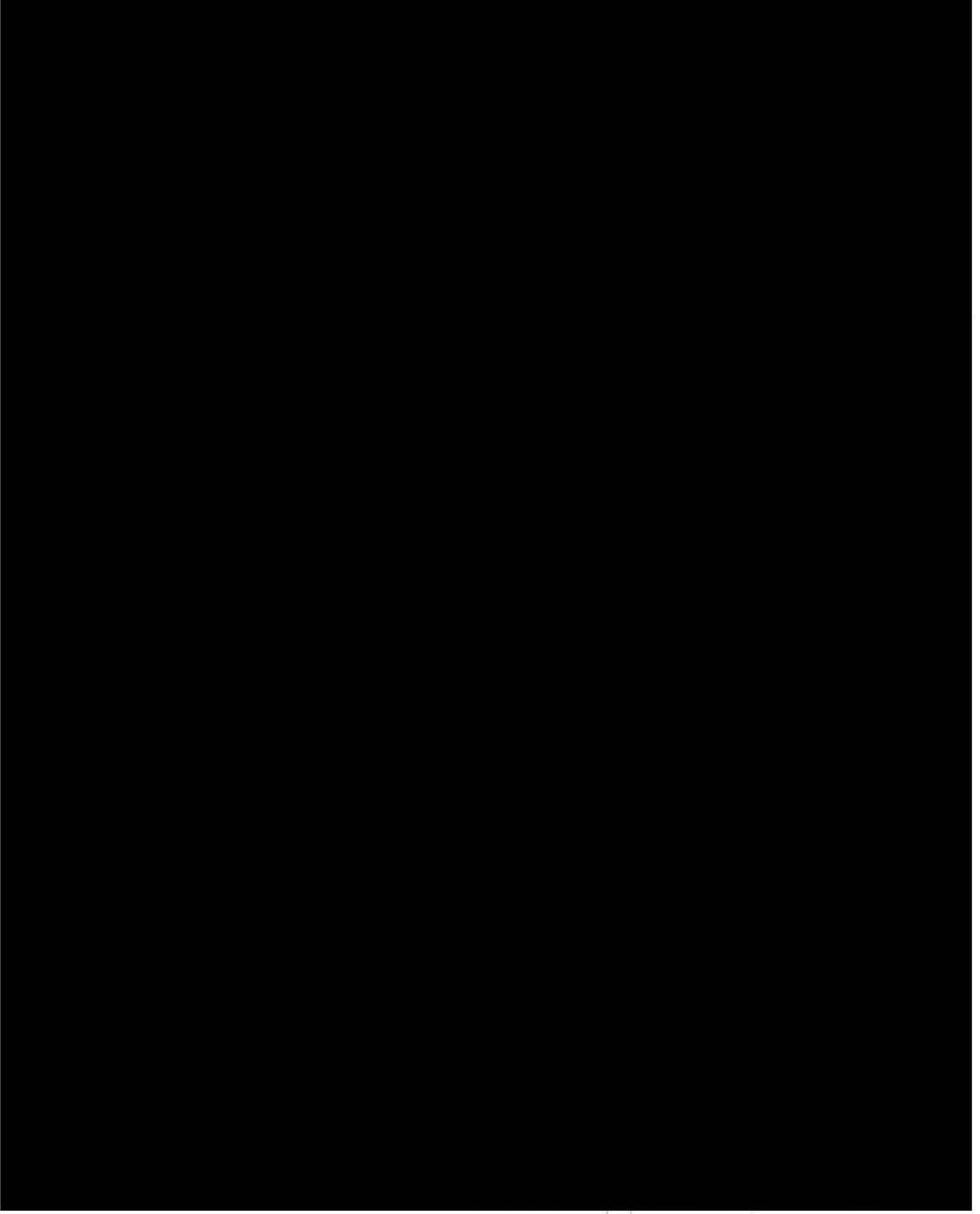
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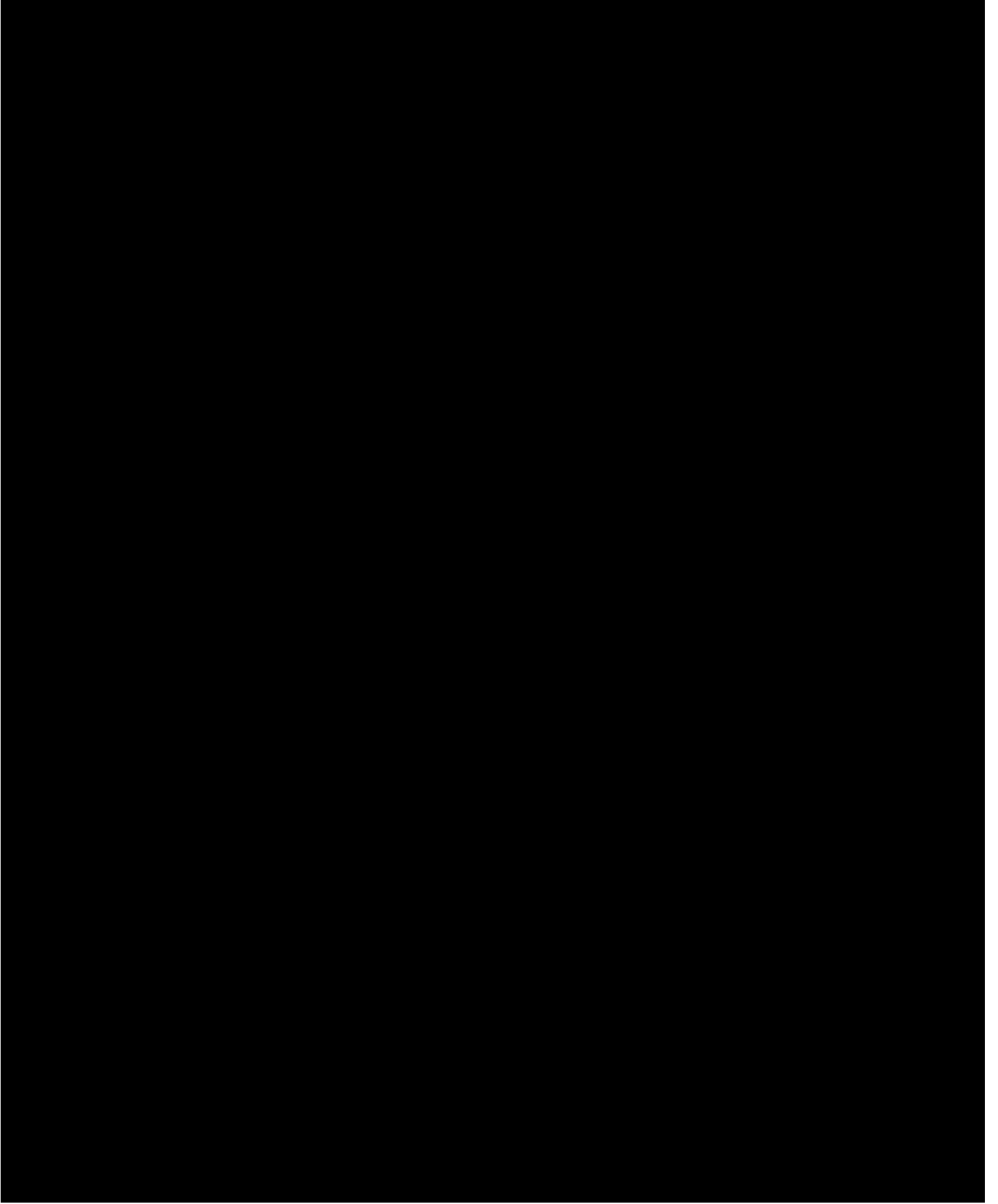
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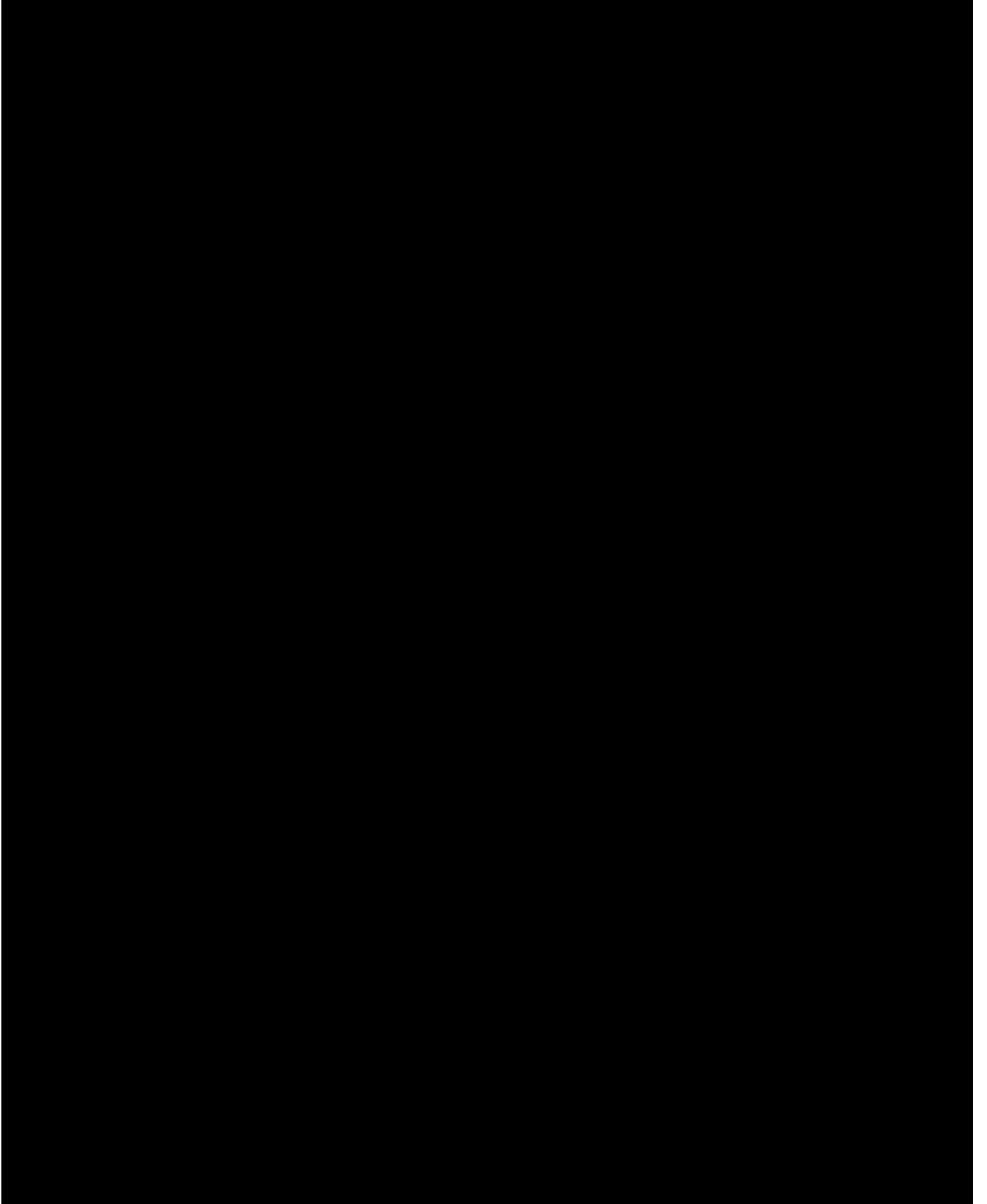
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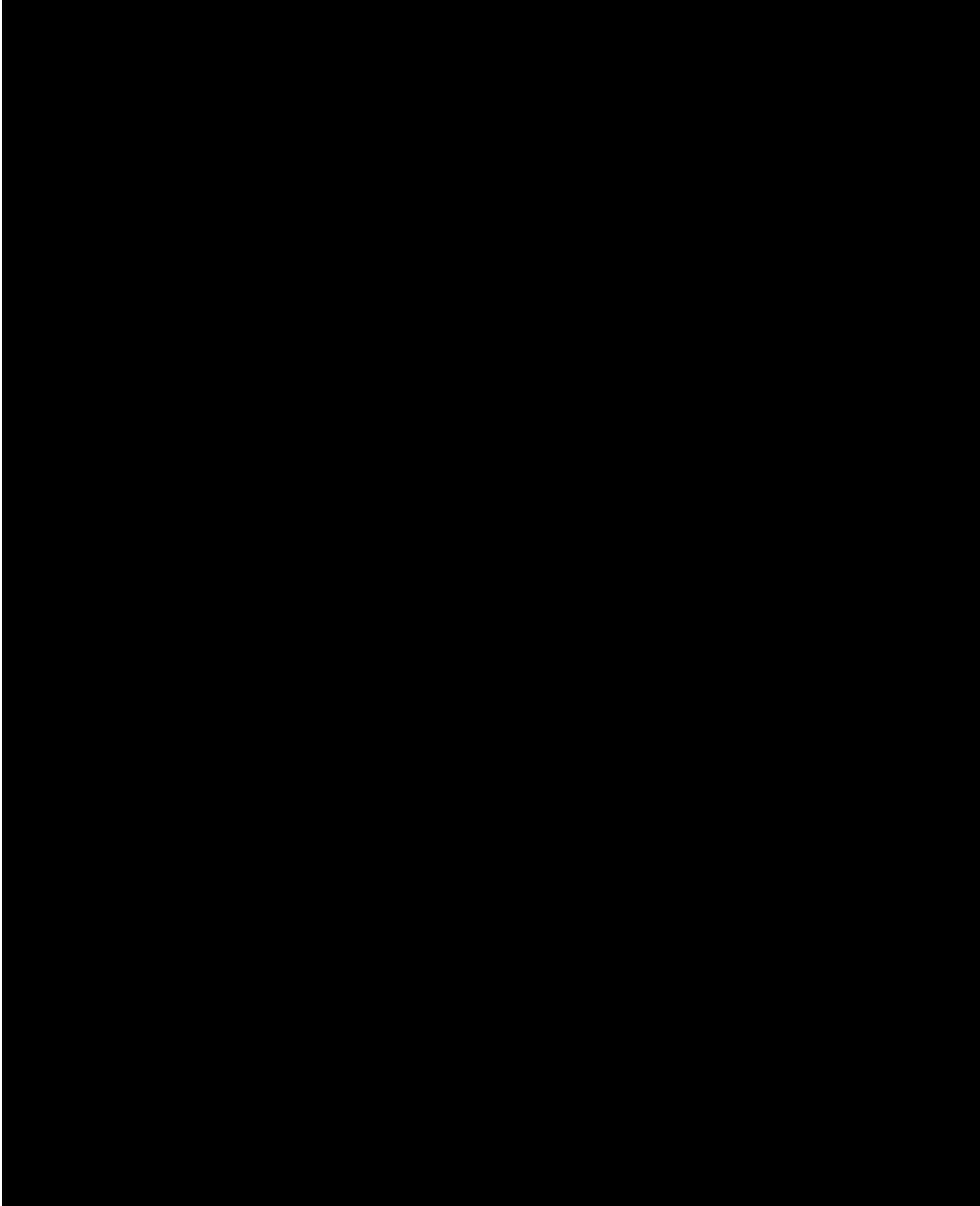
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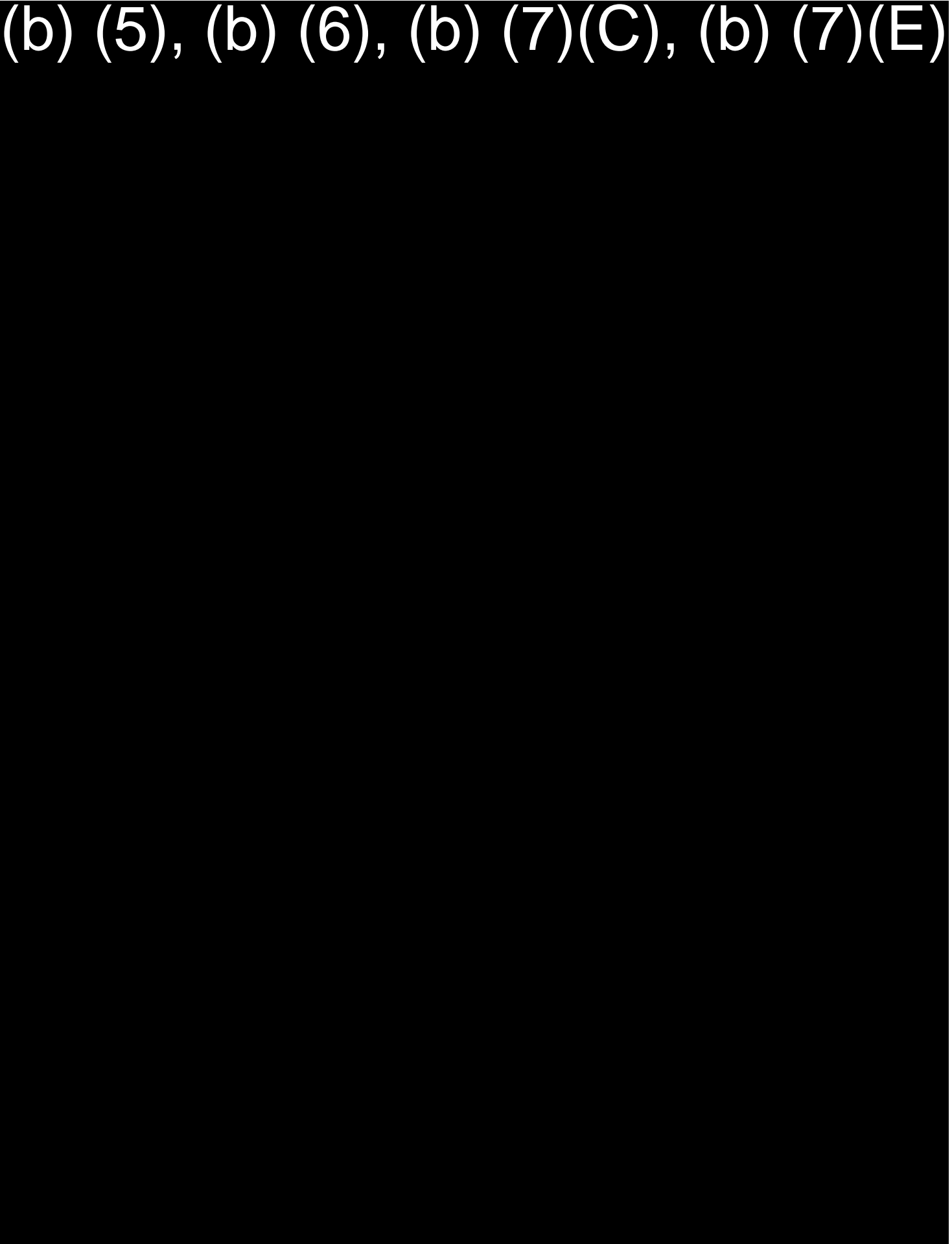
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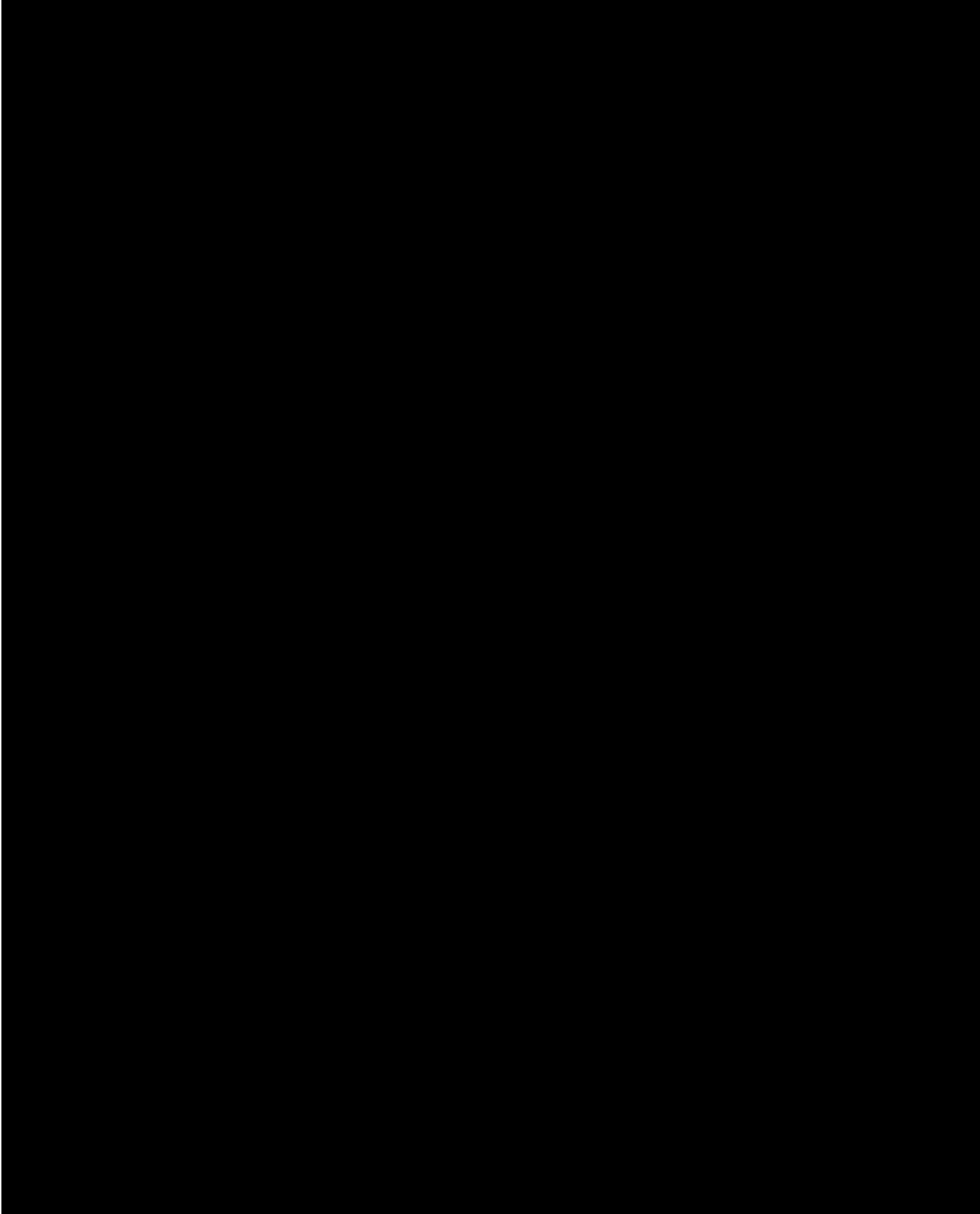
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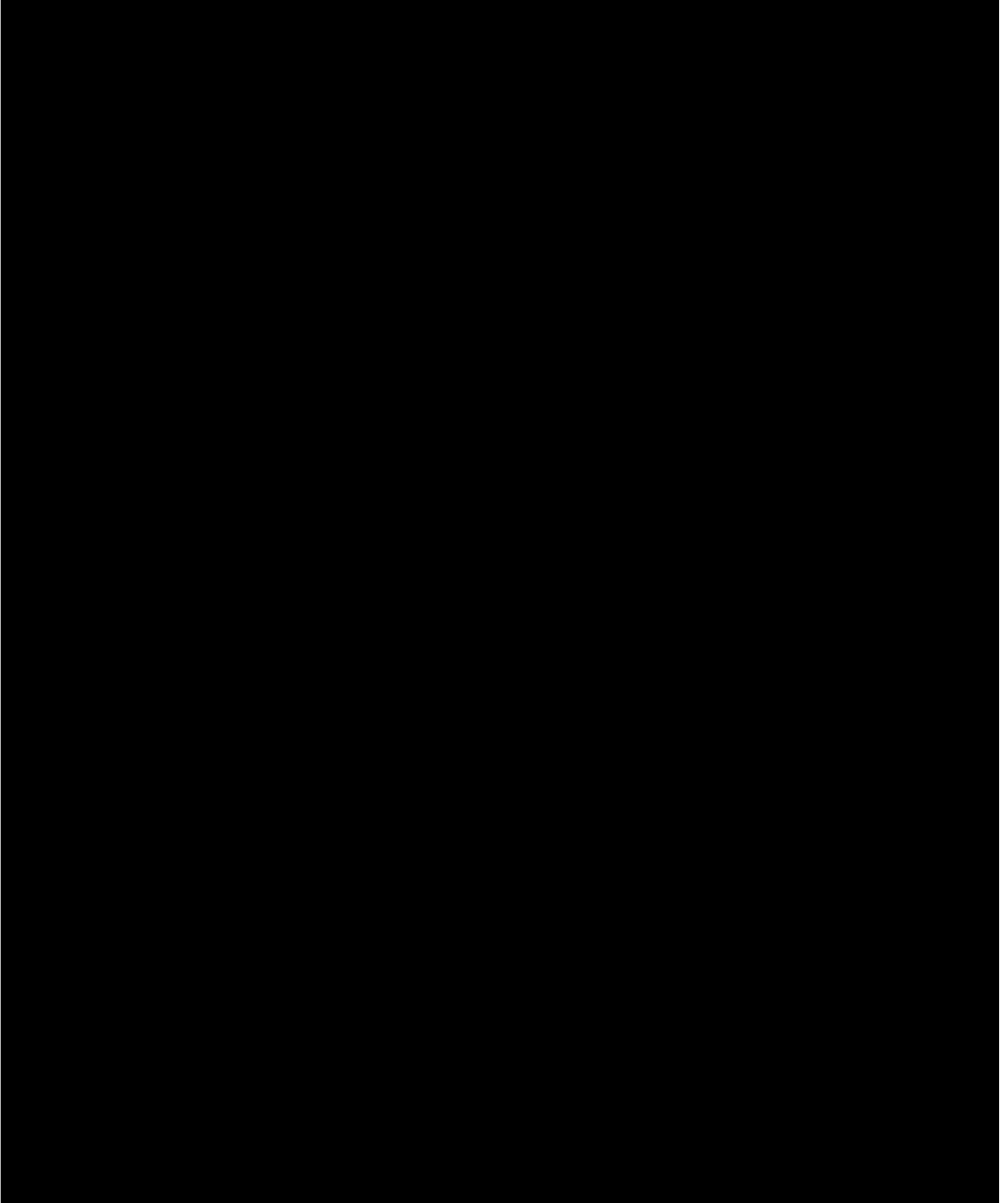
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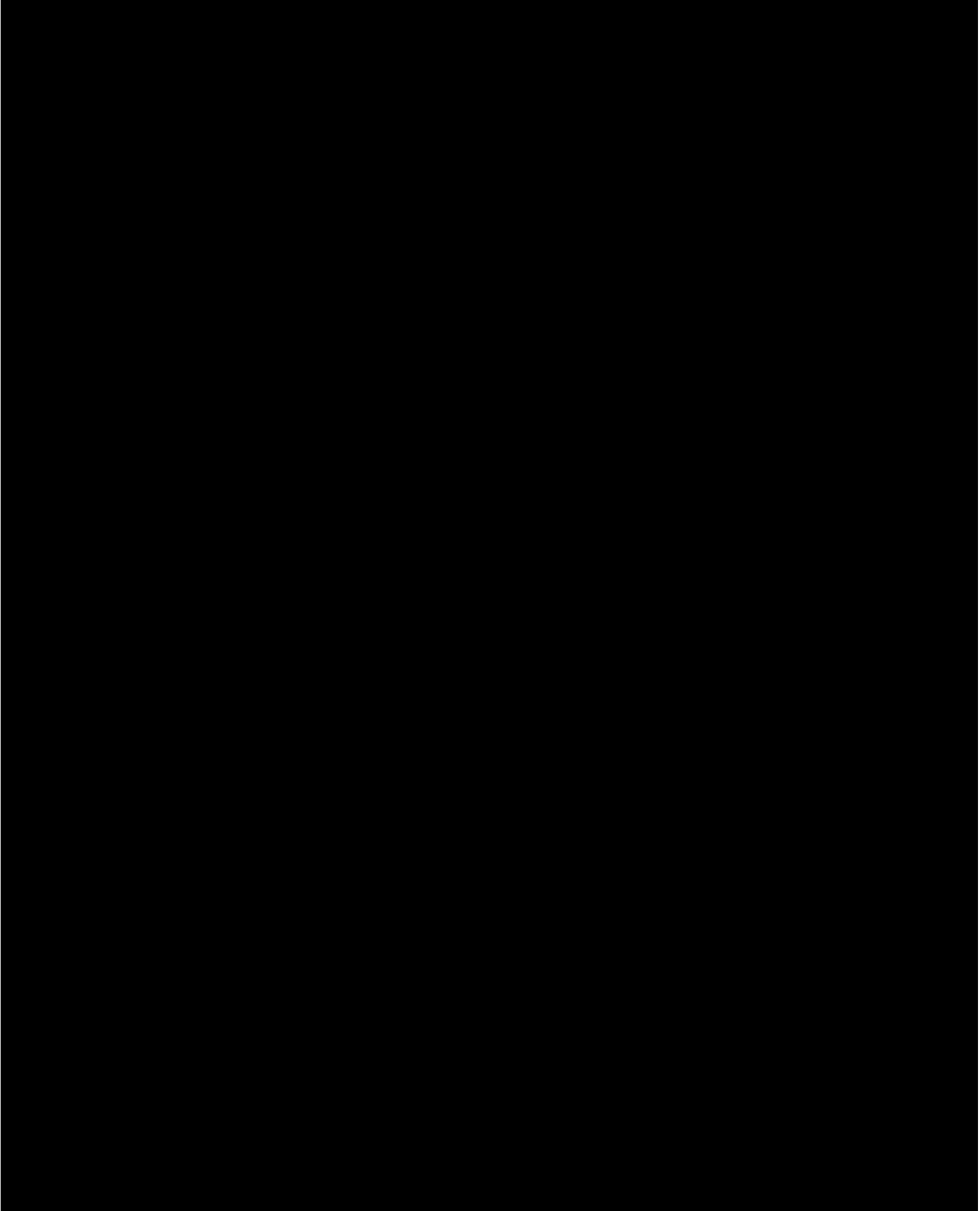
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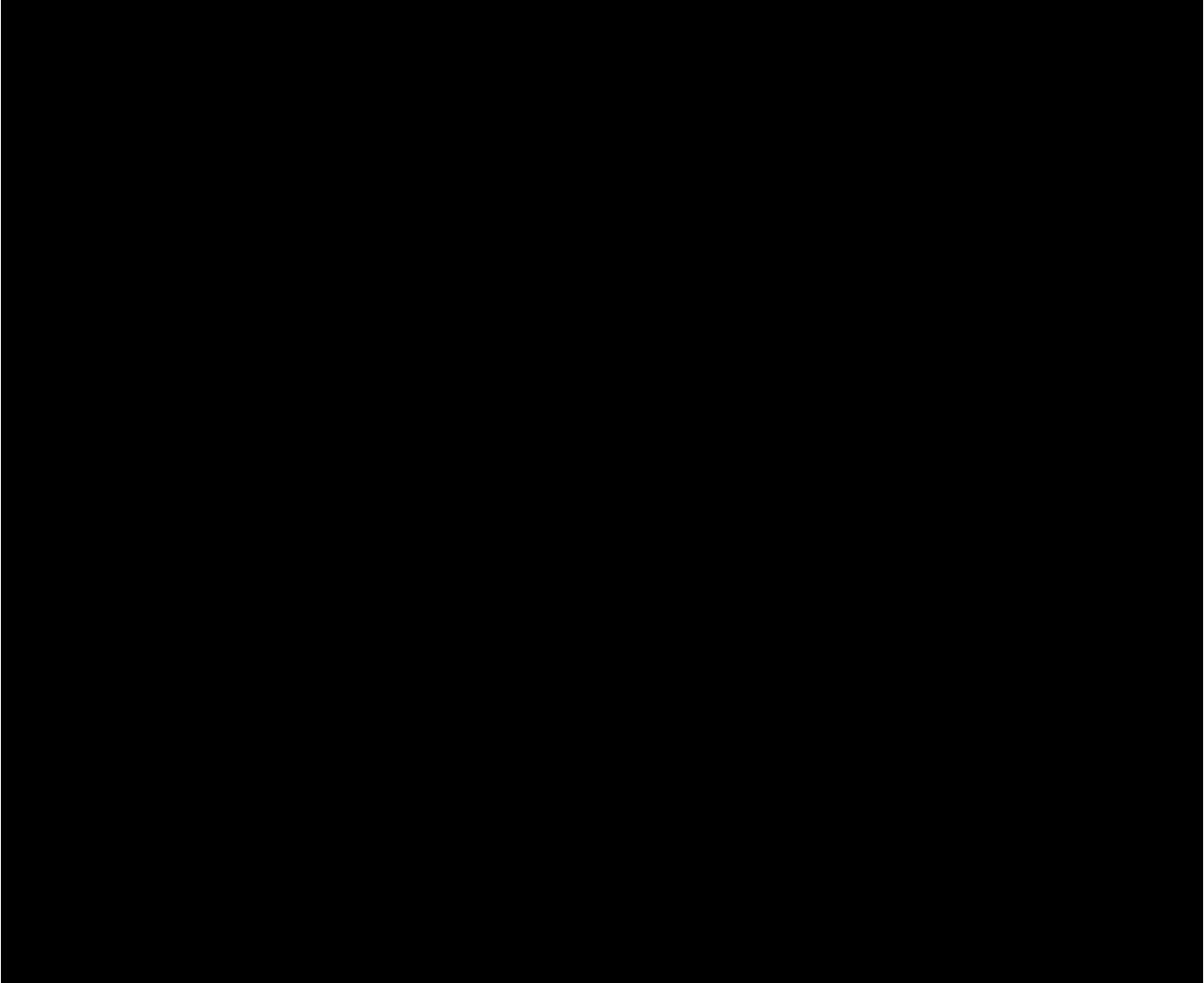
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(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b)(6);(b)(7)(C)

Subject: OMM Pre-Brief

Location: Teaming Area

Start: Mon 4/17/2017 7:00 AM

End: Mon 4/17/2017 7:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Optional Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: PRD Briefing
Location: USBP CONFERENCE ROOM (b)
Start: Wed 4/19/2017 9:00 AM
End: Wed 4/19/2017 10:00 AM
Recurrence: (none)
Meeting Status: Accepted
Organizer: HUFFMAN, BENJAMINE C
Required Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP);
(b) (6), (b) (7)(C) HOOVER, CRINLEY S; (b) (6), (b) (7)(C)
Optional Attendees: (b) (6), (b) (7)(C)

Placeholder – readouts to follow

- USBP HQ senior leadership briefing - PRD status update in preparation for C-1 brief on 6/24.

(b)(6);(b)(7)(C)

Subject: Pre- Brief: Requirements for Out-Year Planning w/ Chief Huffman

Location: RRB 3.5F - EAC Kolbe's Office

Start: Mon 4/24/2017 2:30 PM

End: Mon 4/24/2017 3:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: KOLBE, KATHRYN

Required Attendees: HUFFMAN, BENJAMINE C; (b)(6);(b)(7)(C)

Optional Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Prep: CBSA
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 4/25/2017 1:30 PM
End: Tue 4/25/2017 2:00 PM

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: CBP COMMISSIONER SCHEDULER

<<Biography_ (b) (6) _Political Minister.doc>> <<Biography_MacNaughton_Canada Ambassador.doc>>
<<Biography_ (b) (6) _CBSA President.doc>> <<Biography_ (b) (6) _CBSA Vice-President for
Operations.doc>> <<Biography_ (b) (6) _CBSA Vice-President for Programs.doc>> <<Biography_ (b) (6)
(b) (6) _CBSA Minister-Counsellor.doc>> <<Trump-Trudeau February 13 Joint Statement.doc>> <<Table of
Contents.doc>> <<Lunch with Ambassador MacNaughton_C1 BM_04.24.17.doc>> <<CBSA President Bilateral
Meeting_C1 BM_04.24.17.doc>> <<1a_NB Crossings into Canada between Ports of Entry (FY16 FY17TD) Issue
....doc>> <<1b_US-Canada Dashboard - Asylum Claims and Interceptions_2017-04-18.ppt>> <<1c_Asylum seekers
crossing into Canada increase with warmer weather - Ap....doc>> <<2_Northern Land Border Trend Report for Mexican
Nationals_2017-04-10-09-....pdf>> <<3_Preclearance Canada Issue Paper.doc>> <<4_Canada Cargo Preclearance Issue
Paper.doc>> <<5_NAFTA Canada Issue Paper.doc>> <<6_North America Single Window Issue Paper.doc>>
<<7_United States - Canada Trade Statistics.doc>> <<8_IPR Enforcement and Canada Issue Paper.doc>>

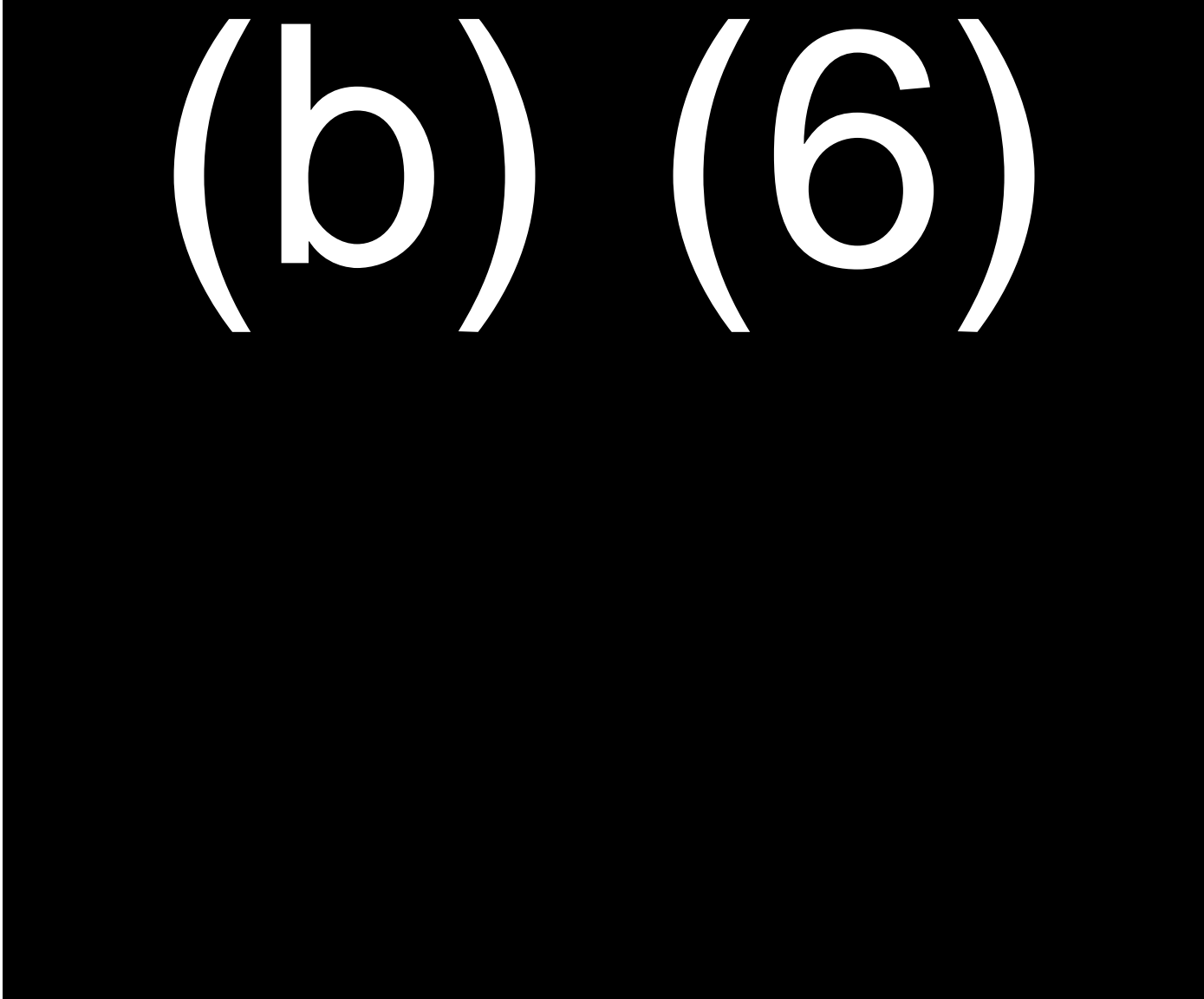
Please do not forward, if you would like a surrogate/ +1 request please let me know. (b)(6);(b)(7)(C)

OC POC: Patrick Flanagan
INA Lead
BM: Yes

Attendees:
Commissioner
EAC Owen
EAC Smith
Chief Vitiello
DEAC Koumans

(b)(6);(b)(7)(C)

(b) (6)





David MacNaughton
Canada Ambassador to the U.S.

David MacNaughton presented his credentials as Canada's Ambassador to the United States on March 3, 2016.

As a seasoned entrepreneur and political strategist, Mr. MacNaughton brings a unique set of skills and experiences to his new role as Ambassador.

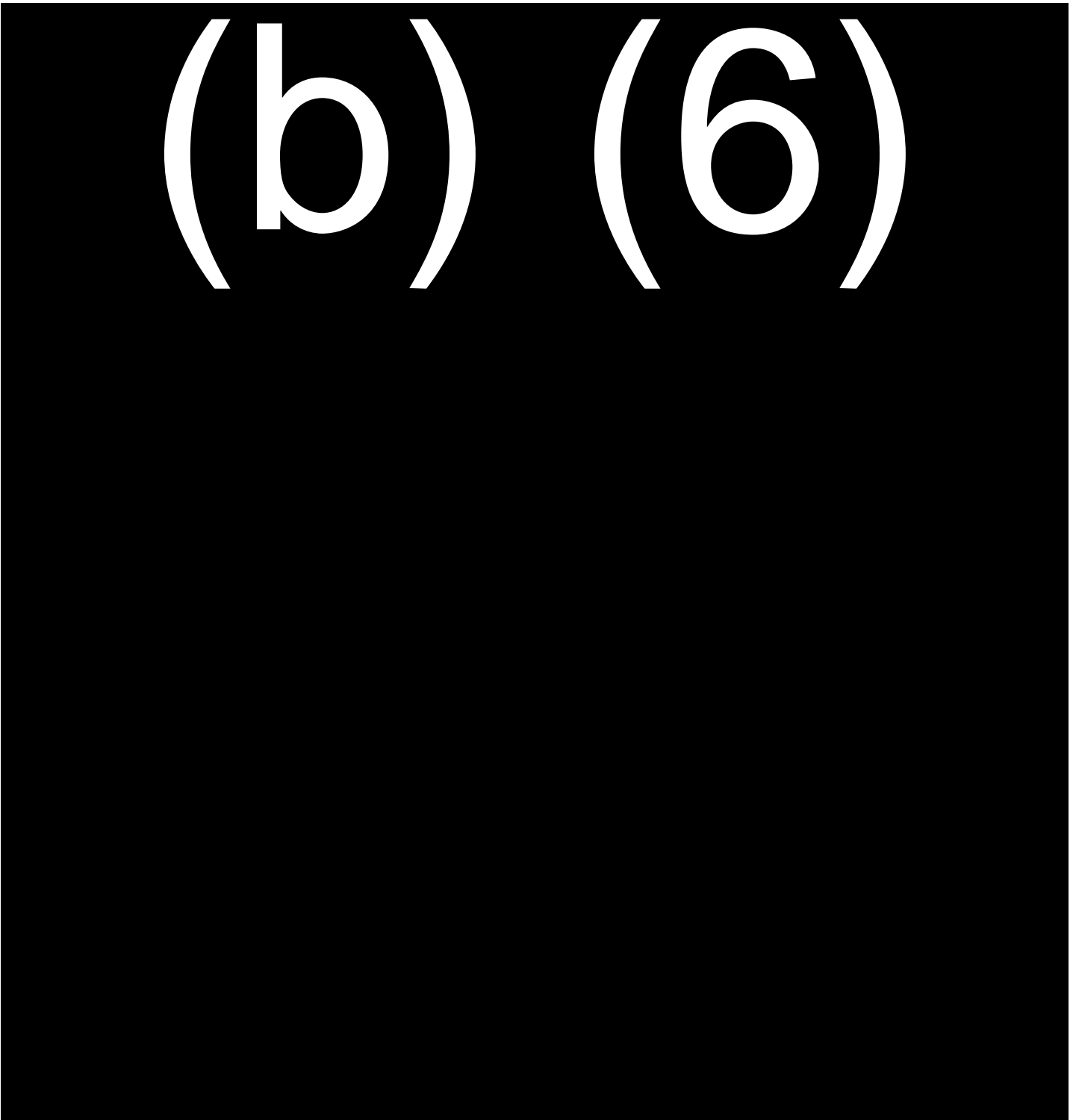
In the 1980s, Mr. MacNaughton transformed the public affairs industry by building an organization that comprised government relations, public opinion research and public relations. After selling his business in 1989, Mr. MacNaughton became President of Canada's largest government and public relations firm and subsequently North American President of the world's largest public relations firm. From 1995 until 2003, Mr. MacNaughton was President of Strathshore Financial and was an advisor to one of Canada's leading investment banks.

Mr. MacNaughton's public sector experience includes work at both the federal and provincial levels, including as advisor to the Minister at the Departments of Transport, Industry and Foreign Affairs. He was principal secretary to the Premier of Ontario from 2003 to 2005 and the Chairman of StrategyCorp from 2005 until his appointment.

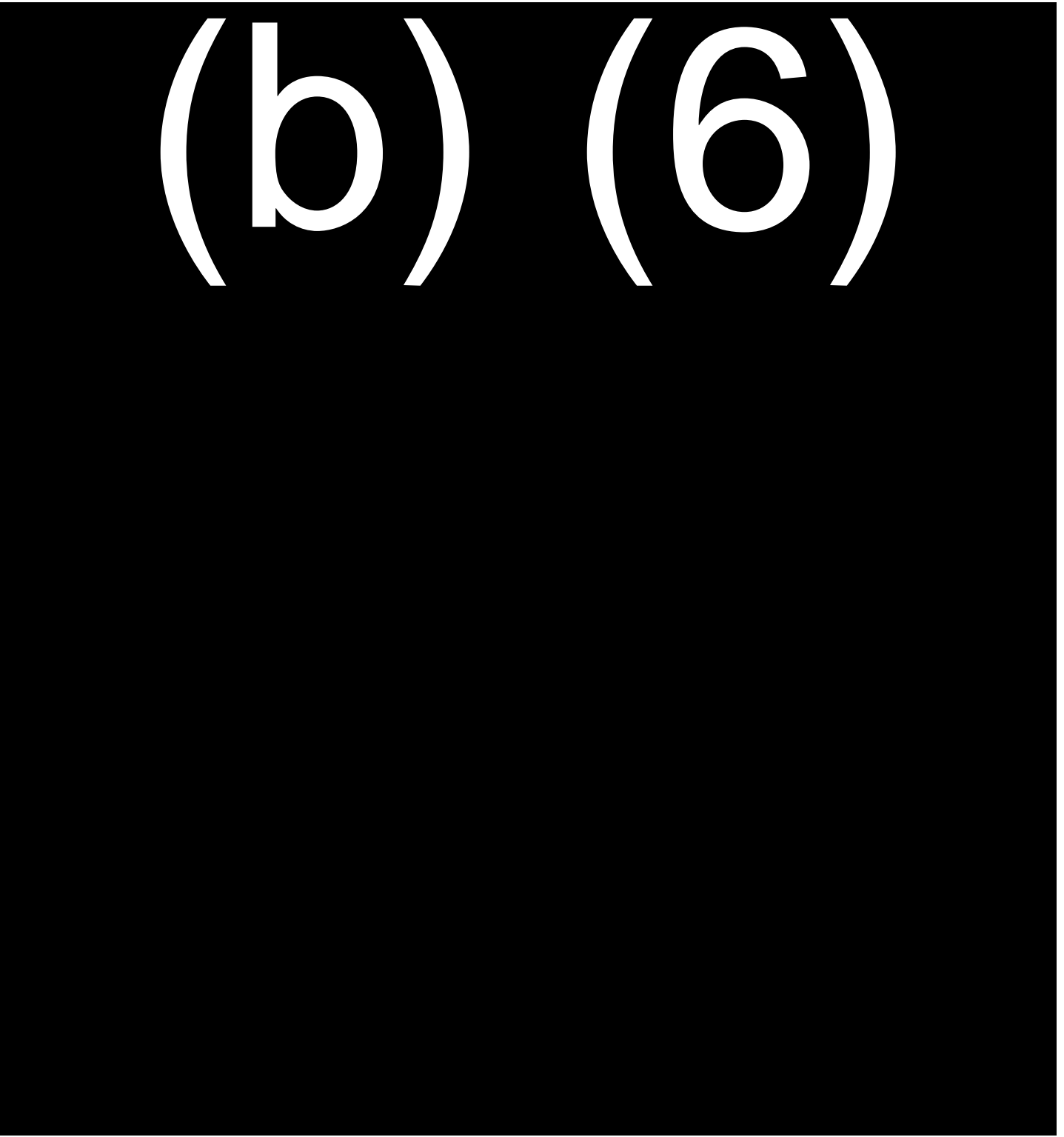
Active in community affairs, Mr. MacNaughton has served on the boards of the North York General Hospital, the Stratford Festival, the National Ski Academy, TV Ontario, the Toronto French School and the Toronto International Film Festival.

Mr. MacNaughton is married and has four daughters.

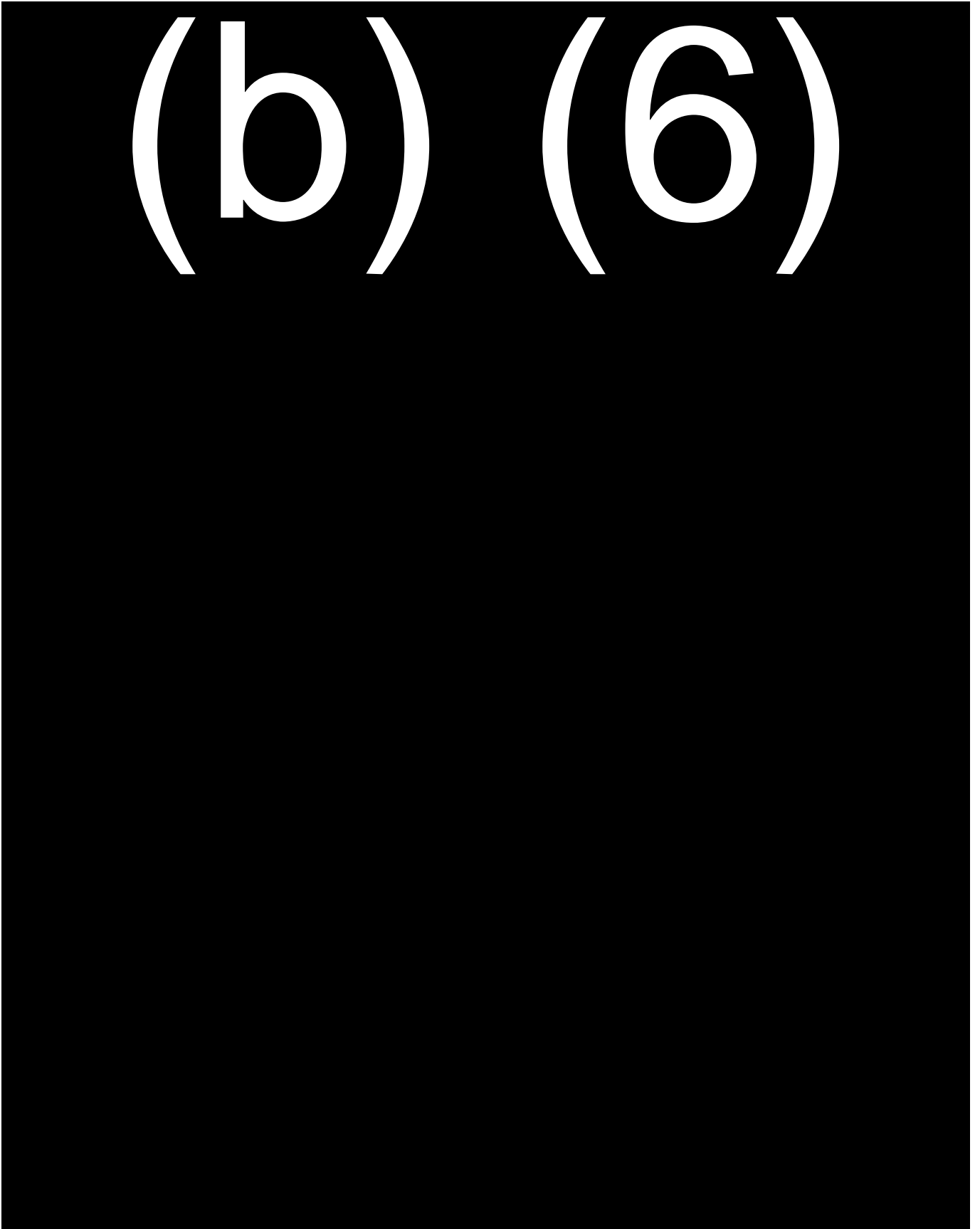
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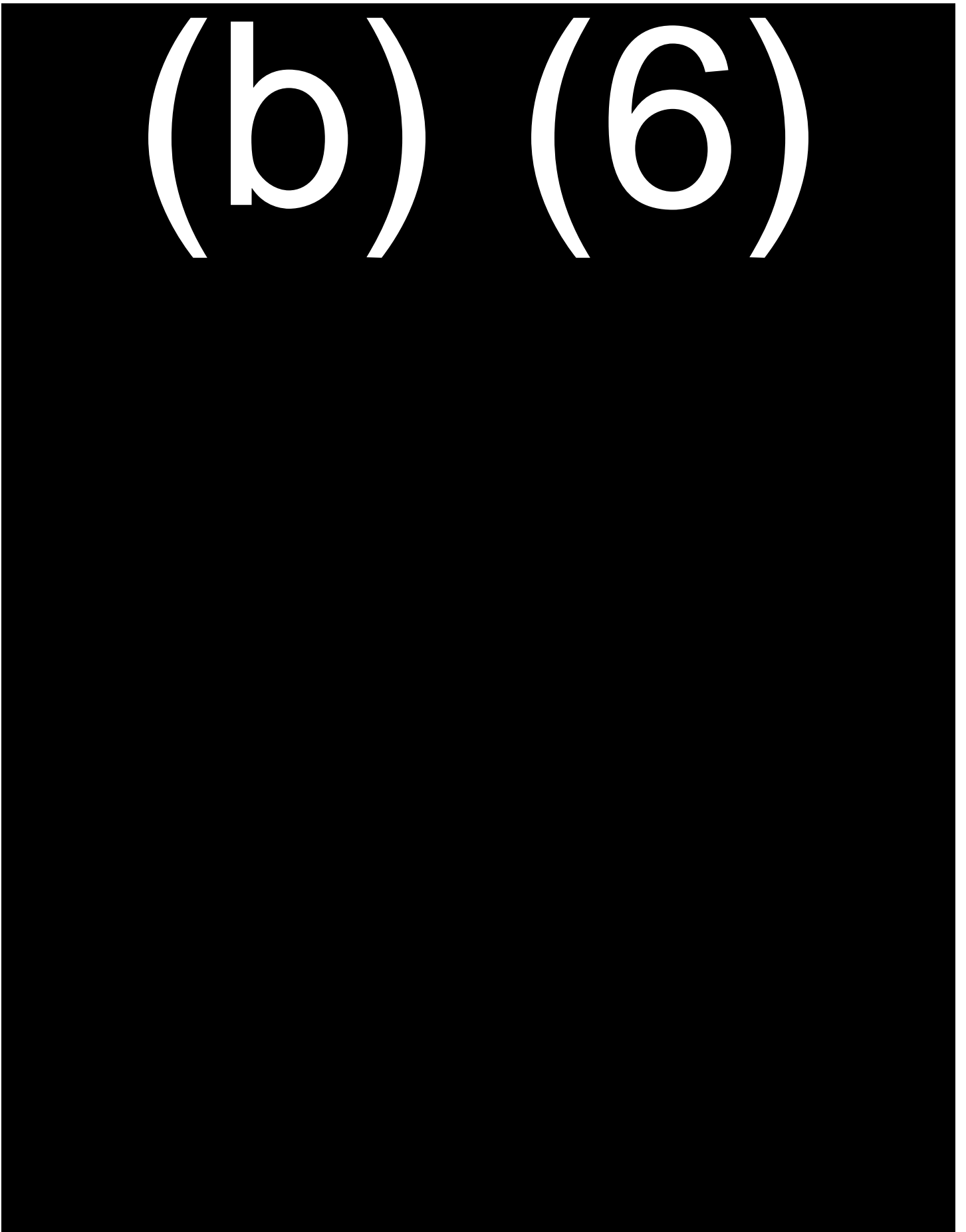
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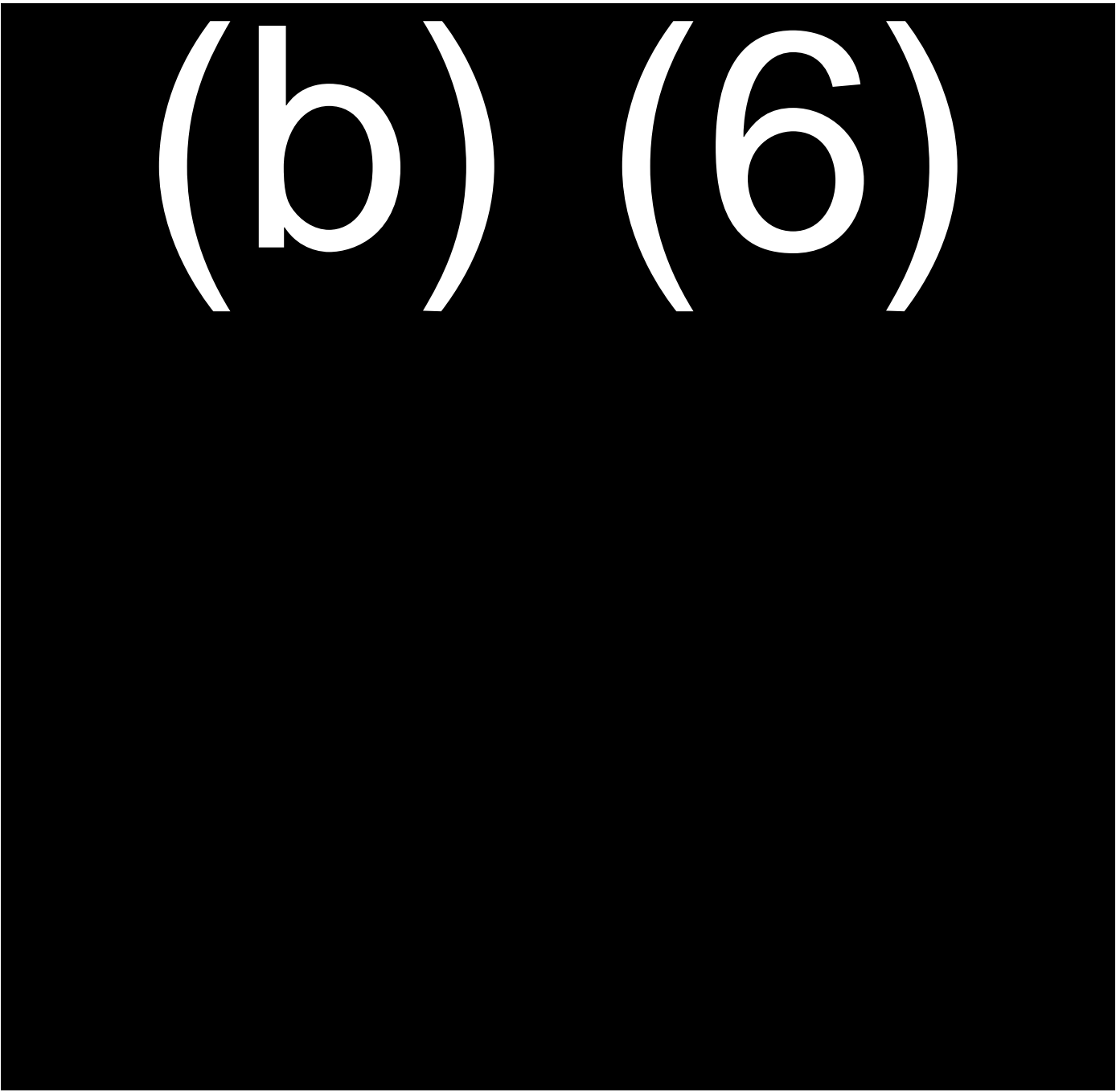
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(b) (6)



February 13, 2017

Joint Statement from President Donald J. Trump and Prime Minister Justin Trudeau

President Donald J. Trump and Prime Minister Justin Trudeau held their first official meeting today in Washington, D.C. and affirmed their longstanding commitment to close cooperation in addressing both the challenges facing our two countries and problems around the world.

No two countries share deeper or broader relations than Canada and the United States. We are bound together by our history, our values, our economy, our environment, and our resolve to improve the lives of our citizens. Our close relationship and ongoing collaboration allow us to successfully meet any challenges we may face over the coming years, and to build a prosperous future for the people of both countries.

Neighbors in Growing our Economies

We recognize our profound shared economic interests, and will work tirelessly to provide growth and jobs for both countries. Canada is the most important foreign market for thirty-five U.S. States, and more than \$2 billion in two-way trade flows across our shared border every day. Millions of American and Canadian middle-class jobs, including in the manufacturing sector, depend on our partnership. We affirm the importance of building on this existing strong foundation for trade and investment and further deepening our relationship, with the common goal of strengthening the middle class.

The United States and Canada also recognize the importance of cooperation to promote economic growth, provide benefits to our consumers and businesses, and advance free and fair trade. We will continue our dialogue on regulatory issues and pursue shared regulatory outcomes that are business-friendly, reduce costs, and increase economic efficiency without compromising health, safety, and environmental standards. We will work together regarding labor mobility in various economic sectors.

Given our shared focus on infrastructure investments, we will encourage opportunities for companies in both countries to create jobs through those investments. In particular, we look forward to the expeditious completion of the Gordie Howe International Bridge, which will serve as a vital economic link between our two countries.

Energy Security and Environment

U.S.-Canada energy and environmental cooperation are inextricably linked, and we commit to further improving our ties in those areas. We have built the world's largest energy trading

relationship. We share the goals of energy security, a robust and secure energy grid, and a strong and resilient energy infrastructure that contributes to energy efficiency in both countries. We collaborate closely on energy innovation, particularly in the clean energy sphere. As the process continues for the Keystone XL pipeline, we remain committed to moving forward on energy infrastructure projects that will create jobs while respecting the environment.

We also look forward to building on our many areas of environmental cooperation, particularly along our border and at the Great Lakes, and we will continue to work together to enhance the quality of our air and water.

Partners in Keeping our Border Secure

We recognize the security of our borders as a top priority. Together, we address security at our shared border and throughout our two countries, while expediting legitimate and vital cross-border trade and travel. We demonstrate daily that security and efficiency go hand-in-hand, and we are building a 21st century border through initiatives such as pre-clearance of people and integrated cross-border law enforcement operations. In addition, our two countries are committed to a coordinated entry-exit information system so that records of land and air entries into one country establish exit records for the other.

Recognizing the success of pre-clearance operations for travelers, we commit to establishing pre-clearance operations for cargo. We intend to accelerate the completion of pre-clearance for additional cities and continue to expand this program. Not only will these efforts enhance efficiency at our shared border, they will also strengthen our shared security. In the spirit of a more efficient and secure border, we will also examine ways to further integrate our border operations, including analysis of the feasibility of co-locating border officials in common processing facilities.

Because we share a strong concern about the increase in opioid-related deaths, our countries will work together on common solutions to protect our people from opioid trafficking.

Given the integrated nature of the infrastructure that supports our intertwined economies, cyber threats to either country can affect the other. We therefore commit to further cooperation to enhance critical infrastructure security, cyber incident management, public awareness, private sector engagement, and capacity building initiatives.

Allies in the World

We are indispensable allies in the defense of North America and other parts of the world, through NATO and other multilateral efforts. Our troops have time and again fought together

and sacrificed their lives for our shared values. The North American Aerospace Defense Command (NORAD) illustrates the strength of our mutual commitment. United States and Canadian forces jointly conduct aerospace warning, aerospace control, and maritime warning in defense of North America. We will work to modernize and broaden our NORAD Partnership in these key domains, as well as in cyber and space.

The United States welcomes Canada's recently announced decision to launch an open and transparent competition to replace its legacy fleet of CF-18 fighter aircraft. The United States also welcomes Canada's decision to explore the immediate acquisition of 18 new Super Hornet aircraft as an interim capability to supplement the CF-18s until the permanent replacement is ready. Canada appreciates the cooperation of the United States to facilitate these processes.

The United States values Canada's military contributions, including in the Global Coalition to Counter-ISIS and in Latvia. Together, we are harnessing all elements of national power to achieve the goal of degrading and destroying ISIS through our military operations to deny it safe havens and to build the capacity of local partners, stop the flow of foreign terrorist fighters into the Middle East region, cut off access to financing and funding, counter the ISIS narrative, and support the stabilization of communities liberated from ISIS.

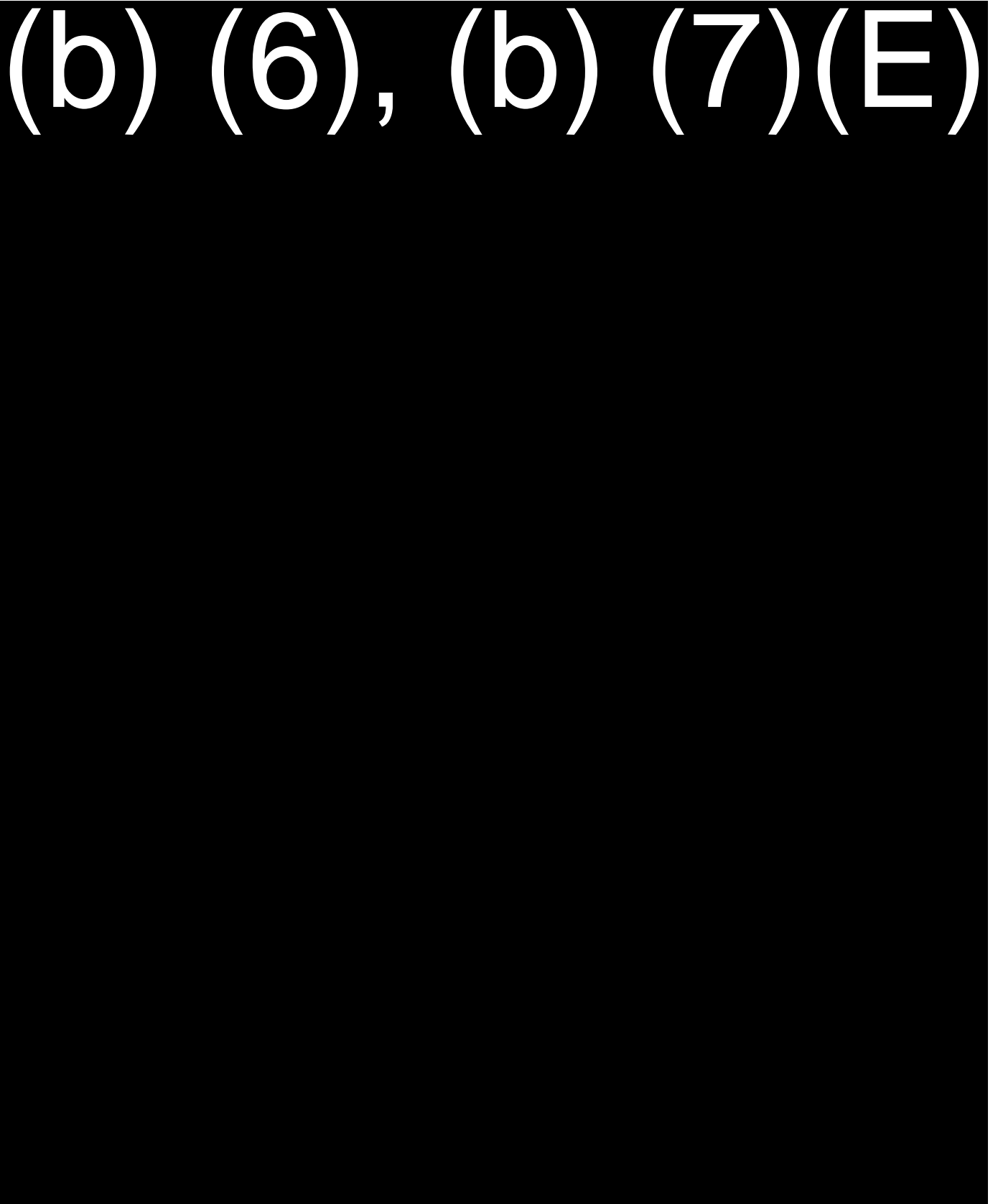
Empowering Women Entrepreneurs and Business Leaders

It is a priority of both countries to ensure equal opportunities for women in the workforce. We are committed to removing barriers to women's participation in the business community and supporting women as they advance through it. As part of this effort, we are creating a United States-Canada Council for Advancement of Women Entrepreneurs and Business Leaders. We expect this initiative to promote the growth of women-owned enterprises and to further contribute to our overall economic growth and competitiveness, as well as the enhanced integration of our economies.

The Way Forward

We share a commitment to continue to strengthen our ties for the benefit of our mutual prosperity and security. We look forward to our cabinets following up on today's meeting with further discussions in their respective areas of responsibility. Our countries deserve our full commitment to increased economic growth, which we will deliver. The partnership between the United States and Canada will continue to be unique and a model for the world.

(b) (6), (b) (7)(E)



(b) (6), (b) (7)(E), (b) (5)



(b) (6), (b) (7)(E), (b) (5)



(b) (6), (b) (7)(E), (b) (5)



(b) (6), (b) (7)(E), (b) (5)



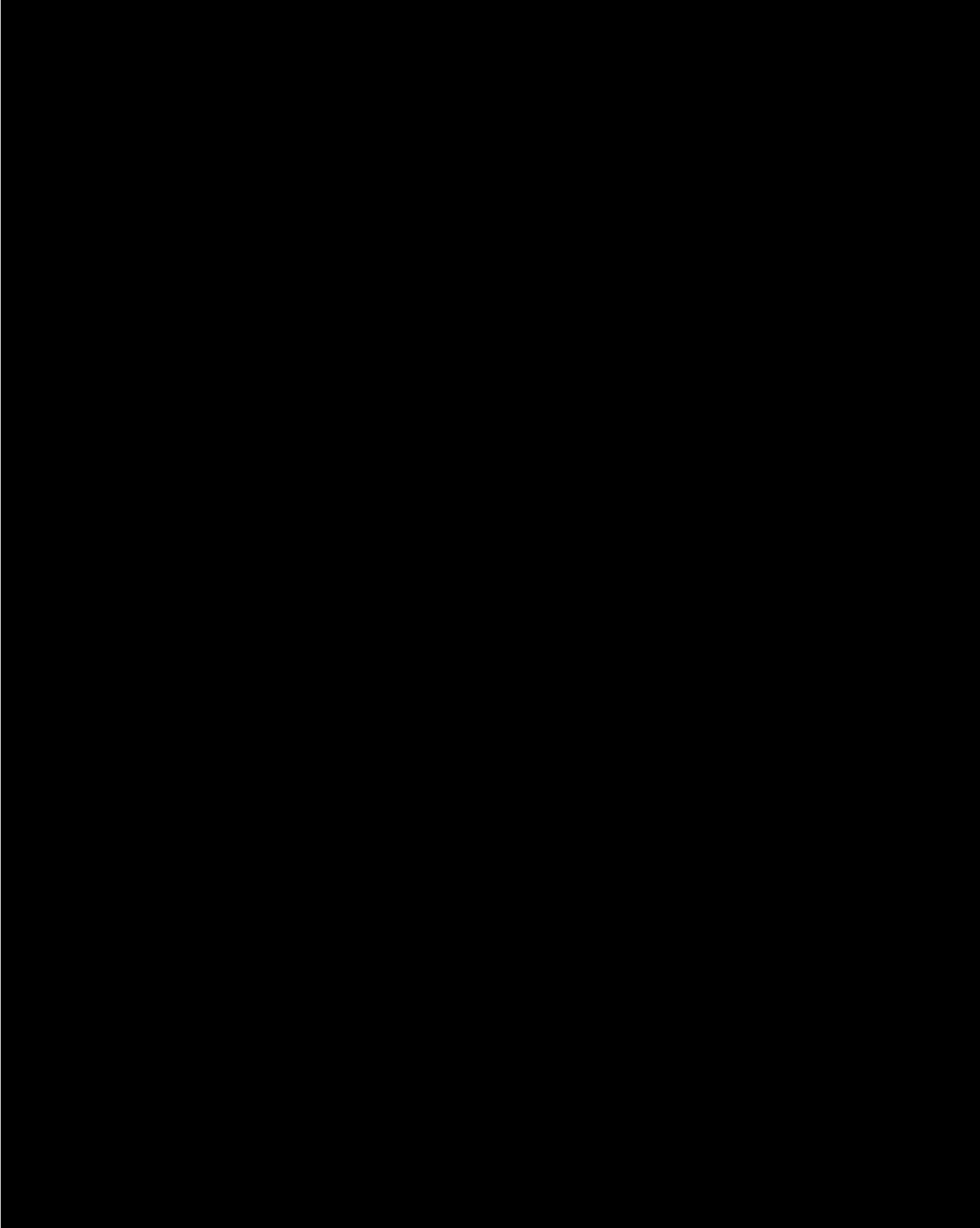
(b) (6), (b) (7)(E), (b) (5)



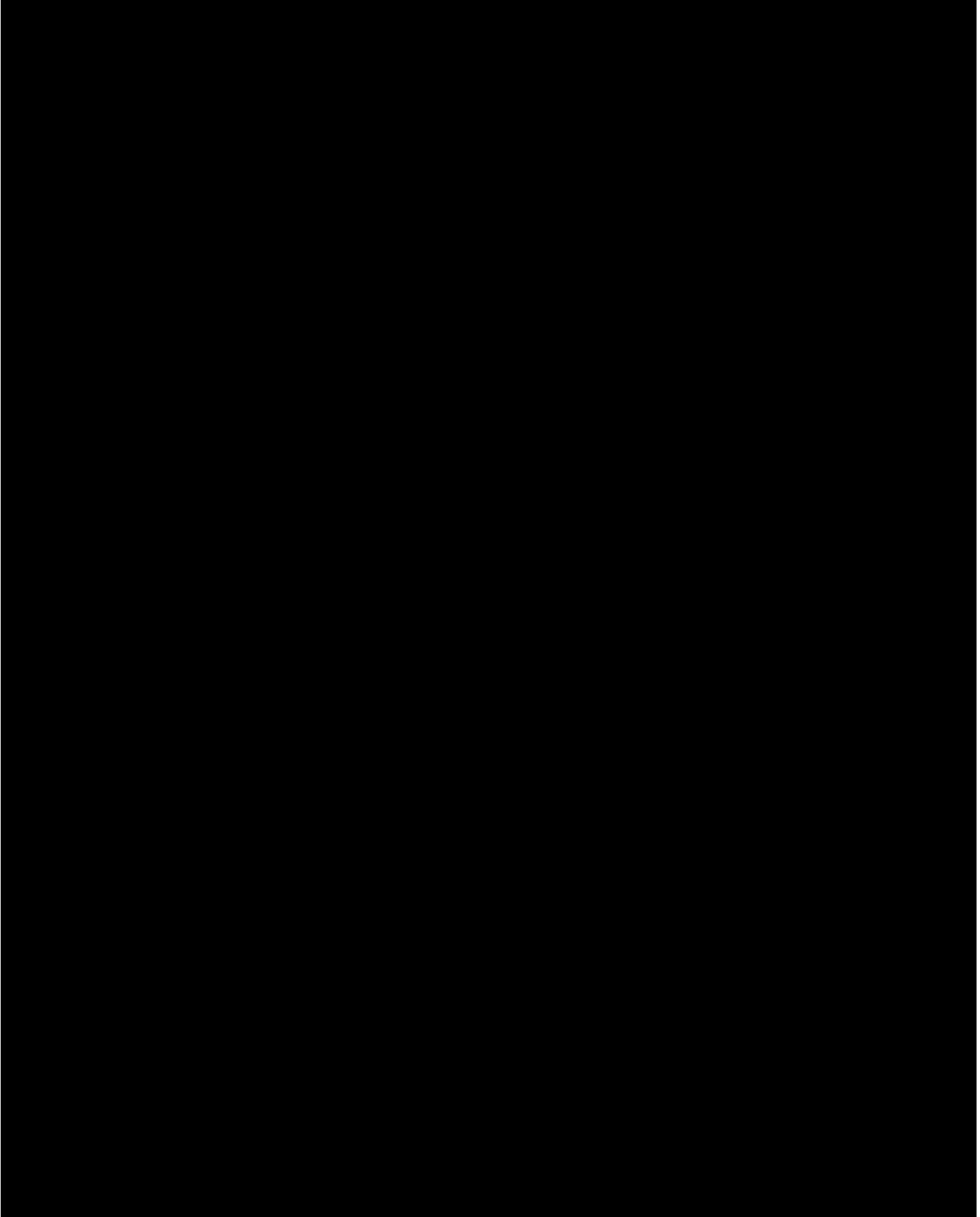
(b) (6), (b) (7)(E), (b) (5)



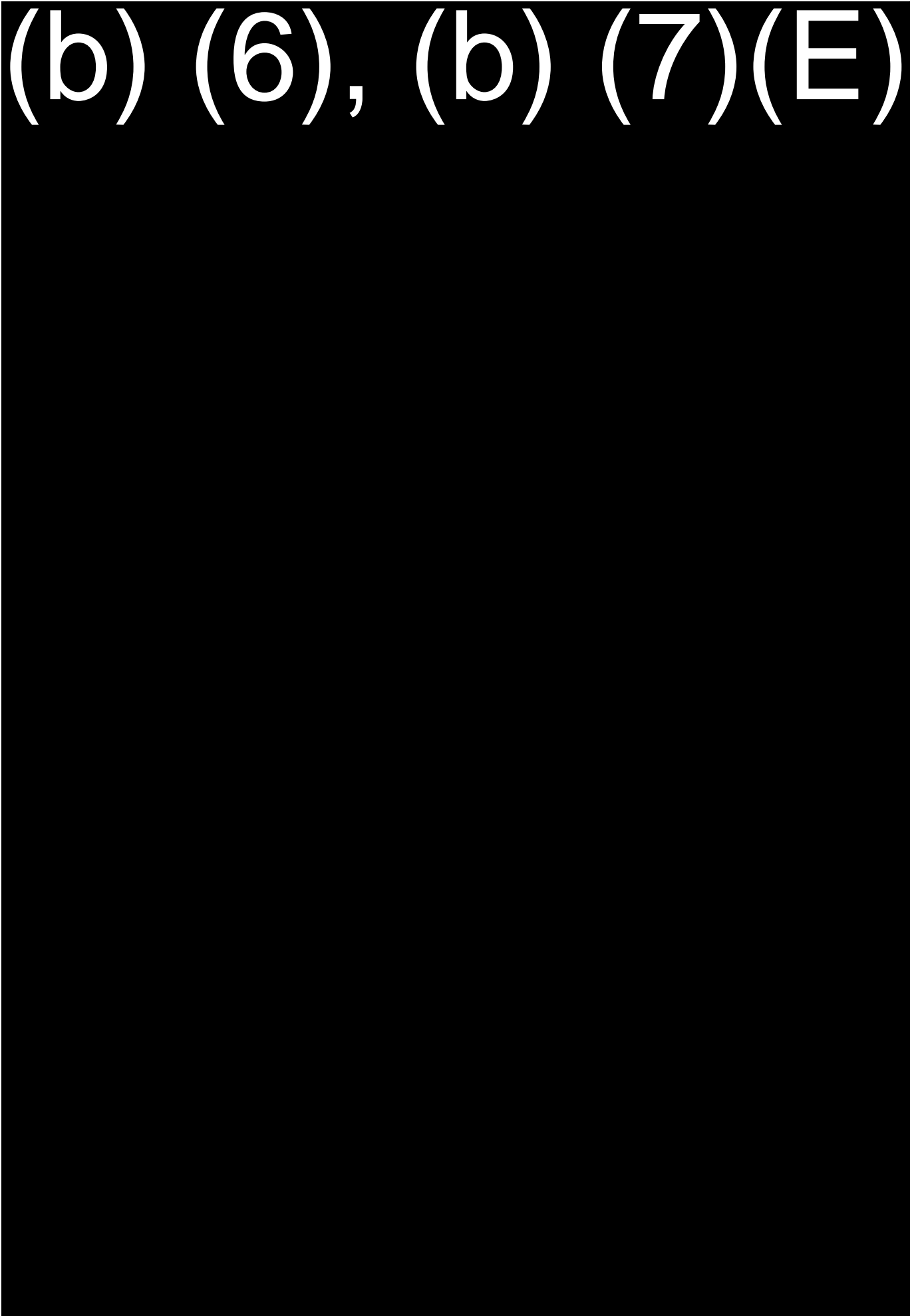
(b) (6), (b) (7)(E)



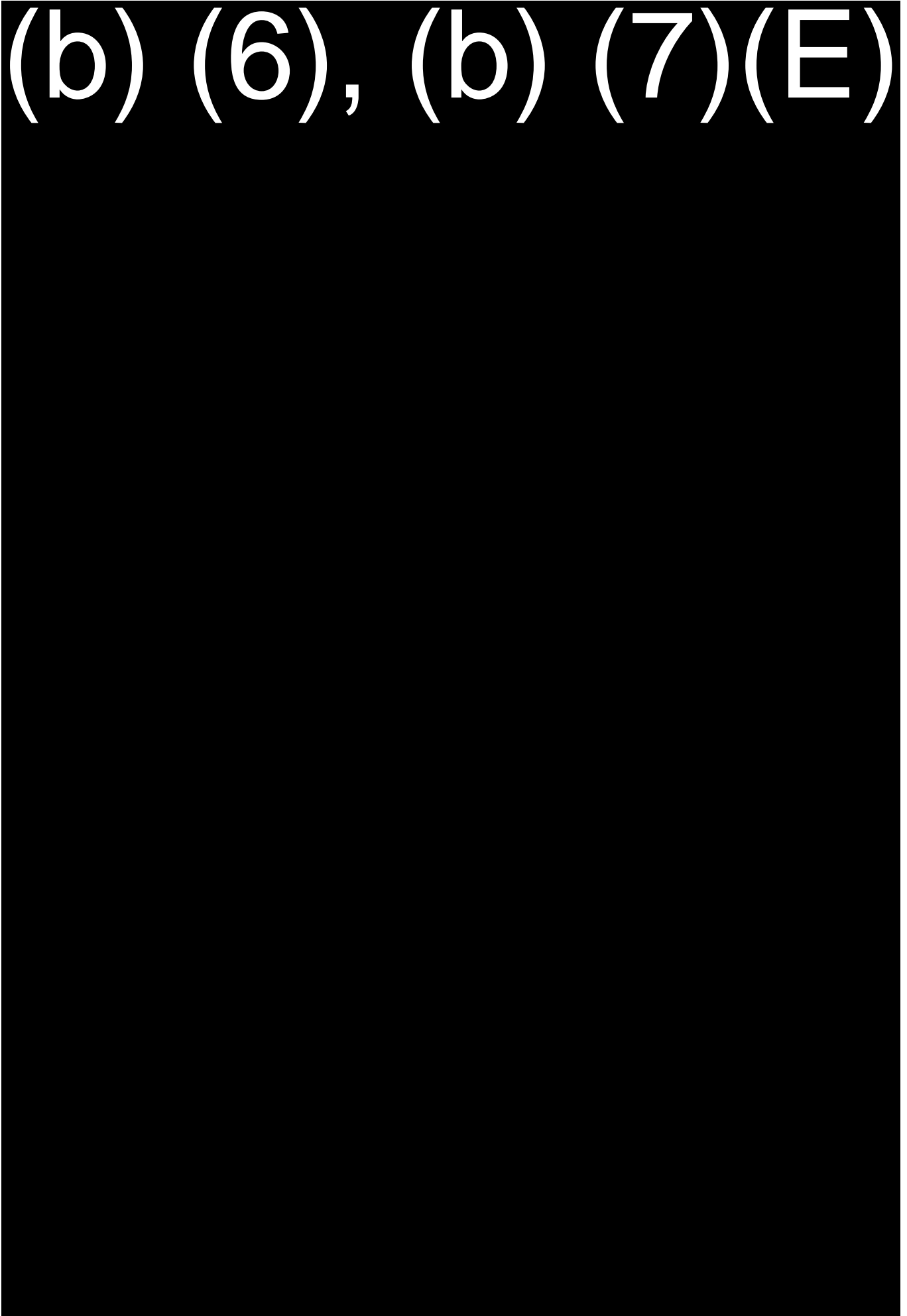
(b) (6), (b) (7)(E)



(b) (6), (b) (7)(E)



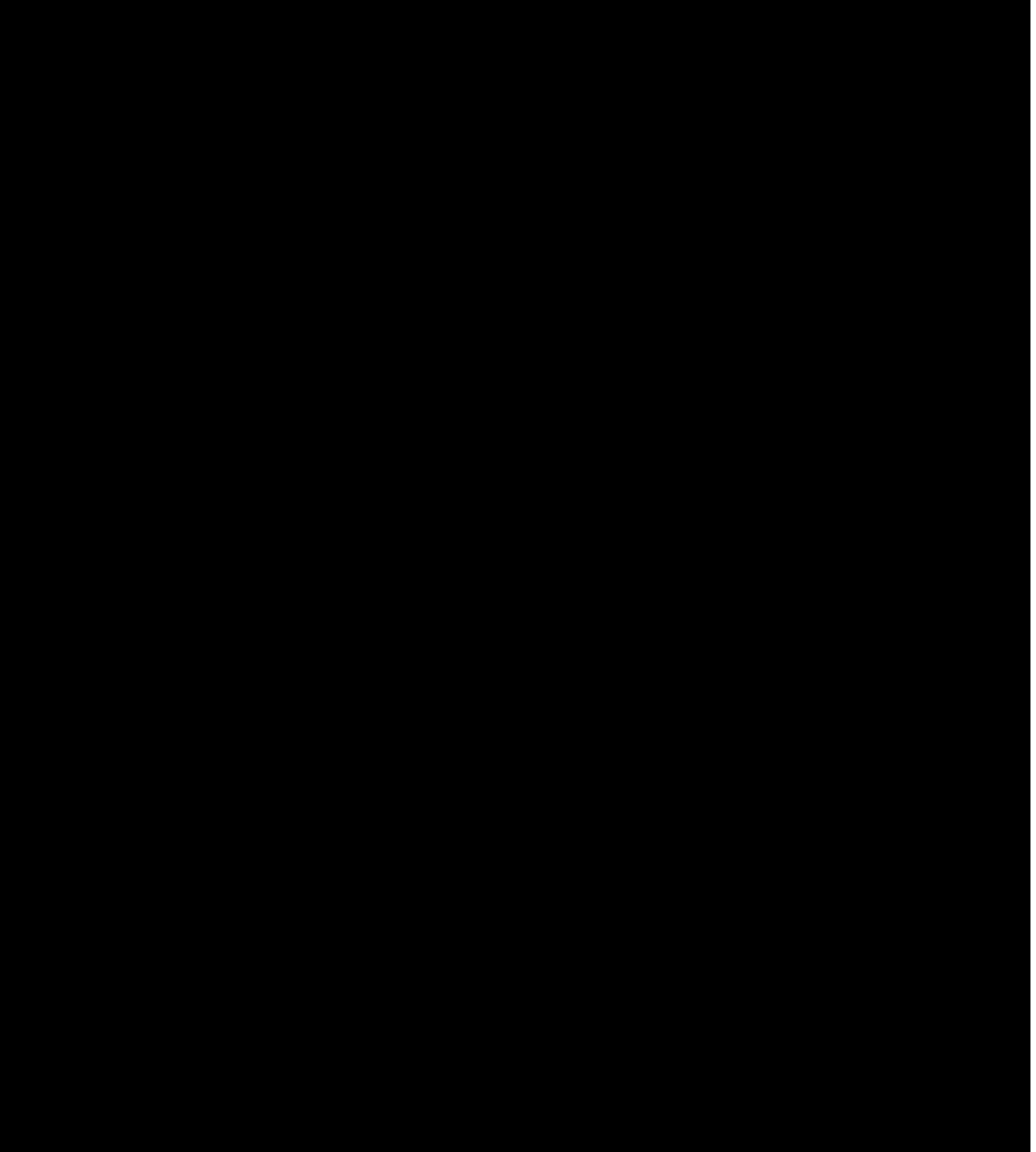
(b) (6), (b) (7)(E)



(b) (7)(E), (b) (5)



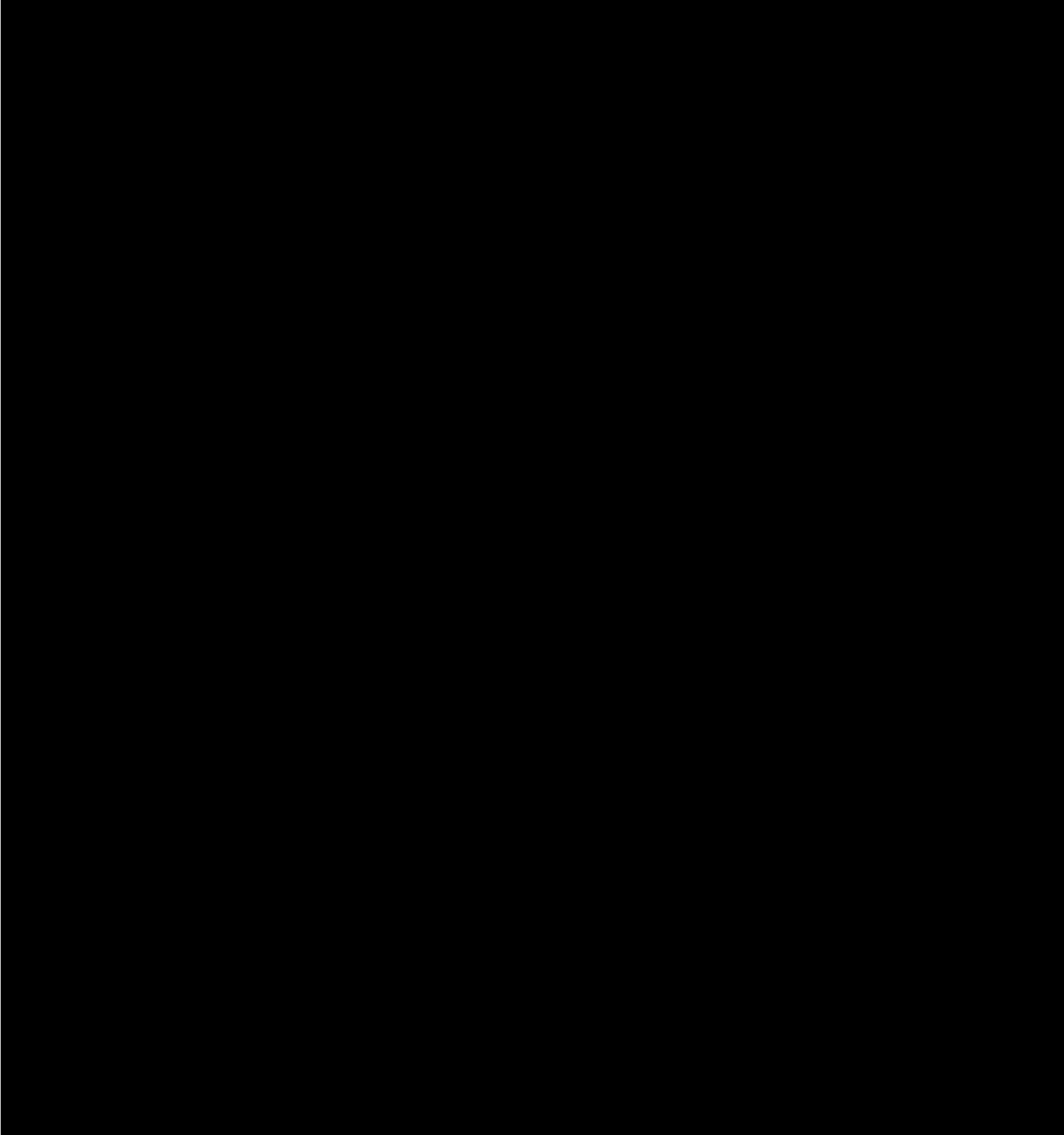
(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (6), (b) (7)(C), (b) (7)(E), (b) (5)



(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

Wed Apr 19, 2017 / Reuters

Asylum seekers crossing into Canada increase with warmer weather



A family that says they are from Colombia walks down Roxham Road toward the U.S.-Canada border leading into Hemmingford, Quebec, Canada March 26, 2017. REUTERS/Christinne Muschi

Canadian authorities caught 887 asylum seekers crossing unlawfully into Canada from the United States in March, nearly triple the number in January, according to numbers released by the government Wednesday.

This brings the total number of asylum seekers caught walking across the border to 1,860 so far this year. The new statistics suggest those numbers could rise further as the weather warms.

Canada is on track to see the highest number of asylum claims in six years, given the pace of claims filed so far, as increasing numbers of people cross into Canada to make refugee claims in the wake of U.S. President Donald Trump's election and his crackdown on refugees and illegal immigrants.

Under the Canada-U.S. Safe Third Country Agreement, Canada is required to turn asylum seekers away if they try to file refugee claims at land border crossings. But if people cross the

border in between formal crossings, they are taken into custody and questioned by both police and border authorities, then allowed to file claims and stay in Canada while they await the outcome.

Refugee advocates have argued that were it not for the Safe Third Country Agreement, people would file claims at border crossings instead.

The people caught crossing unlawfully comprise a fifth of everyone who has filed asylum claims in Canada so far this year but they loom large in Canadian politics, with the federal government taking fire for its wait-and-see approach. Nearly half of the people surveyed in a Reuters/Ipsos opinion poll released in March wanted to deport people illegally crossing into Canada from its southern neighbor.

"The majority of irregular migrants are holders of visas for the United States," according to a statement released Wednesday from the office of Canada's Public Safety Minister Ralph Goodale.

"Canadian authorities are managing the increase in asylum seekers in a sound and measured way. ... To be clear - trying to slip across the border in an irregular manner is not a 'free' ticket to Canada."

Almost three-quarters of the asylum seekers caught crossing so far this year were taken into custody in Quebec, the government data showed. Roxham Road, which straddles Champlain, New York and Hemmingford, Quebec, has become such a common spot that photographers cluster there and would-be refugees refer to it by name.

Most of the others were taken into custody in Manitoba and British Columbia - 331 and 201, respectively.

Police said Wednesday they have charged 43-year-old Michelle Omoruyi with human smuggling and conspiracy to commit human smuggling. Police allege they found Omoruyi driving nine west African asylum seekers across the U.S. border into the prairie province of Saskatchewan Friday night. The nine asylum seekers have filed refugee claims and are not in custody.

(Reporting by Anna Mehler Paperny; editing by Diane Craft)

(b) (7)(E)

(b) (7)(E)

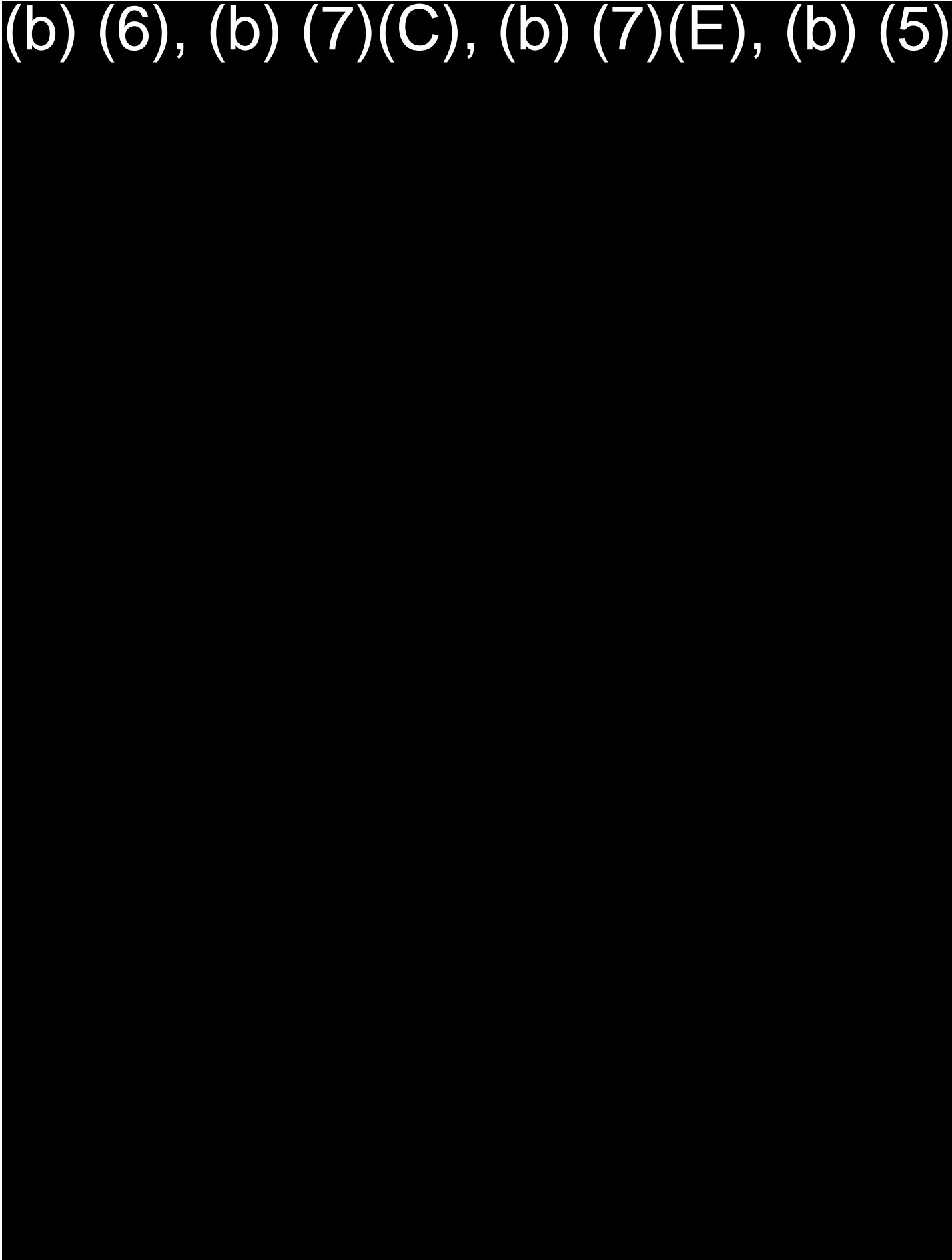


(b) (7)(E)

(b) (7)(E), (b) (5)



(b) (6), (b) (7)(C), (b) (7)(E), (b) (5)



(b) (6), (b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



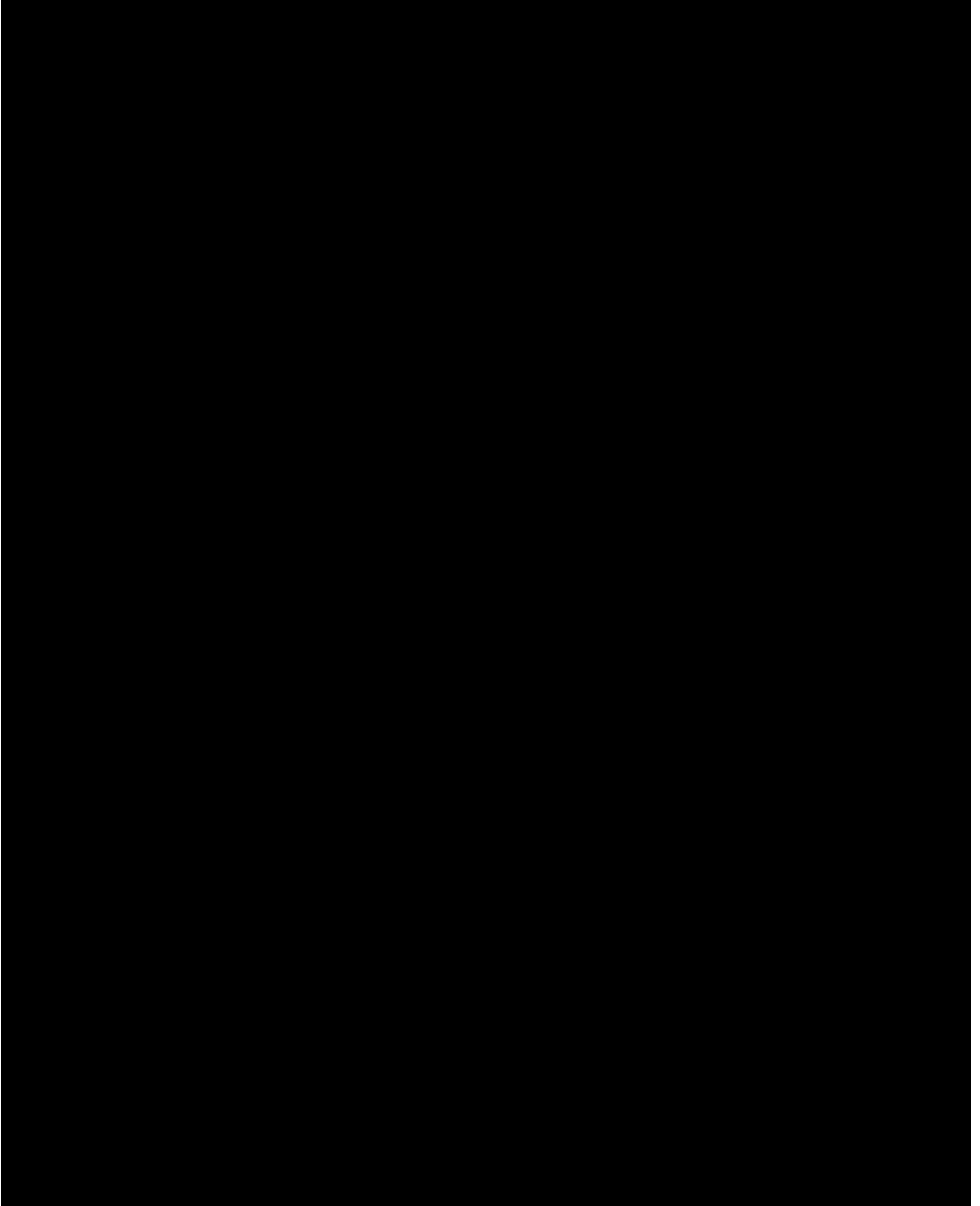
(b) (7)(E), (b) (5)



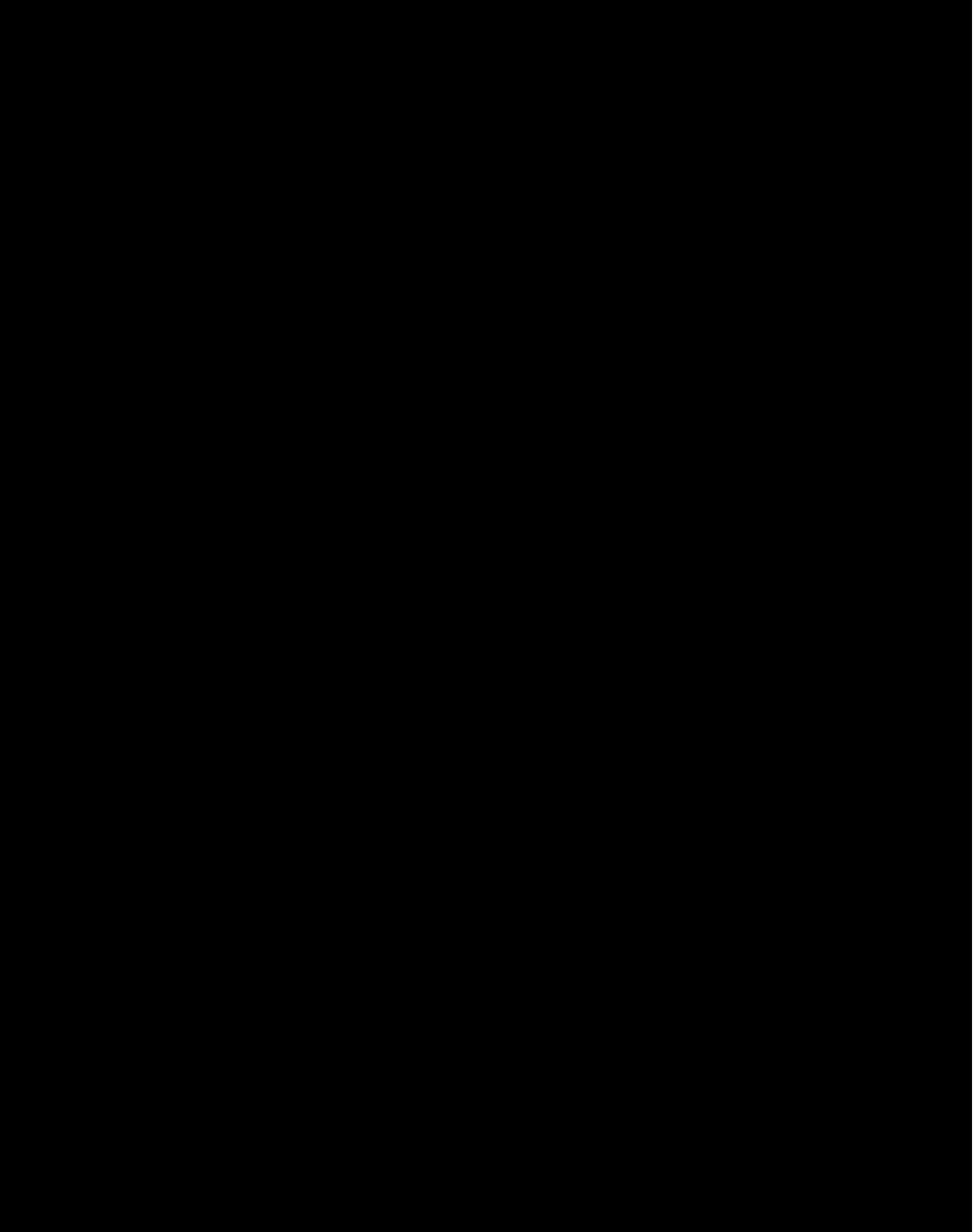
(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (6), (b) (7)(C), (b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (6), (b) (7)(E), (b) (5)



(b) (7)(E)



(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b)(6);(b)(7)(C)

Subject: Prep for WHSR speech

Start: Wed 4/26/2017 1:00 PM

End: Wed 4/26/2017 2:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: PWP for (b)(6);(b)(7)(C)

Start: Thu 4/20/2017 2:00 PM

End: Thu 4/20/2017 2:30 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Quick Chat w/ EAC Kolbe
Location: EAC Kolbe to call (b)(6);(b)(7)(C)
Start: Thu 4/20/2017 2:00 PM
End: Thu 4/20/2017 2:30 PM
Recurrence: (none)
Meeting Status: Accepted
Organizer: KOLBE, KATHRYN
Required Attendees: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Recruiting: Commanders Intent

Location: Teaming Area

Start: Fri 4/28/2017 6:30 AM

End: Fri 4/28/2017 7:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: LUCK, SCOTT A (USBP); HOOVER, CRINLEY S; (b) (6), (b) (7)(C)

MRO leadership will brief B1/B2.

(b)(6);(b)(7)(C)

Subject: Requirements for Out Year Planning w/ (b) (6) (OMB)
Location: RRB 3.5F - Large Conference Room

Start: Wed 4/26/2017 9:00 AM
End: Wed 4/26/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: KOLBE, KATHRYN

Required Attendees: (b)(6);(b)(7)(C) DCC10A-RMB-RRB35F; (b)(6);(b)(7)(C)
CALVO, KARL H.; (b)(6);(b)(7)(C) BORKOWSKI, MARK S; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C; PROVOST, CARLA (USBP); VITIELLO, RONALD D
(b)(6);(b)(7)(C)

Hi Kathryn,

When we met last month to discuss the reprogramming, budget amendment, and overall strategy for the border wall and related investments, we were told the USBP requirements process would be completed by mid-April. Could you please provide an update and, if possible, help coordinate a briefing to walk OMB through the output of that process?

(b) (5)

Thanks in advance,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Subject: Sen. Stabenow

Location: TBD

Start: Fri 4/28/2017 3:00 PM

End: Fri 4/28/2017 3:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER

Required Attendees: KOLBE, KATHRYN; CALVO, KARL H.; LOWRY, KIM M; PATRICK S FLANAGAN

(b)(6);(b)(7)(C) PROVOST, CARLA (USBP); VITIELLO, RONALD D (USBP)

Topic: (b) (7)(E) Michigan

(b)(6);(b)(7)(C)

Subject:

(b) (7)(E)

Brief

Start:

Thu 4/20/2017 9:00 AM

End:

Thu 4/20/2017 9:30 AM

Recurrence:

(none)

Meeting Status:

Accepted

Organizer:

USBP CONFERENCE ROOM (b) (7)(E)

Required Attendees:

CARLA PROVOST (USBP)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b) (7)(E)

A read-ahead is forthcoming.

POC: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: SES CDP Final Rankings

Location: Phonecon

Start: Wed 4/19/2017 9:30 AM

End: Wed 4/19/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer:

Required Attendees: (b)(6);(b)(7)(C)
PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) YOUNG, EDWARD E; JACKSTA,
LINDA L (AC HRM)

Board Members,

Per my earlier email, request a quick call to finalize our nominations for SES CDP.

Conference Number (b) (7)(E)

Participant Code: (b) (7)(E)

Thank you.

v/r,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: (b)(7)(C) Inventory with (b)(6);(b)(7)(C)
Location: Provost Office

Start: Wed 4/26/2017 11:30 AM
End: Wed 4/26/2017 12:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) will inventory your phone, laptop, tv, etc.

(b)(6);(b)(7)(C)

Subject: Sub-ERB Meeting: SES CDP Certification Review

Location: Call in info below

Start: Fri 4/7/2017 9:00 AM

End: Fri 4/7/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer:

Required Attendees: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) YOUNG, EDWARD E; JACKSTA, LINDA L (AC HRM); (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) PROVOST, CARLA (USBP)

Conference access numbers: (b) (7)(E)

Your participant code is: (b) (7)(E)

We will be receiving the certificate of eligible applications for the 2017 SES Candidate Development Program. The purpose of this meeting is to review the applicants and to make decisions about how to proceed with selections.

(b)(6);(b)(7)(C)

Subject: Tag-Up: Chief Provost
Location: Acting Deputy Commissioner's Office

Start: Mon 4/17/2017 1:00 PM
End: Mon 4/17/2017 1:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: ALLES, RANDOLPH D

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Please do not forward, if you have an questions or would like a surrogate request please let me know.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: (b) (6), (b) (7)(C), (b) (7)(E)

Start: Thu 4/20/2017 5:00 AM

End: Thu 4/20/2017 5:30 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

(b)(6);(b)(7)(C)

Subject: Tech Policy
Location: Teaming Area or Chief Huffman's Office

Start: Fri 4/7/2017 11:30 AM
End: Fri 4/7/2017 12:00 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)
Required Attendees: (b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C

This meeting will now occurring w/Chief Huffman.

(b)(6);(b)(7)(C)

Subject: (b) (7)(E) Recertification

Start: Thu 4/20/2017 1:00 PM

End: Thu 4/20/2017 2:00 PM

Recurrence: (none)

<<FW: (b) (7)(E) Recertification >>

(b)(6);(b)(7)(C)

From: PROVOST, CARLA (USBP)
Sent: Monday, April 17, 2017 4:18 AM
To: (b)(6);(b)(7)(C)
Subject: FW: (b)(7)(E) Recertification

Follow Up Flag: Follow up
Flag Status: Flagged

From: (b)(6);(b)(7)(C)
Sent: Monday, April 17, 2017 2:42:31 AM
To: Multiple Recipients
Subject: (b)(7)(E) Recertification

(b) (7)(E)

(b)(6);(b)(7)(C)

Subject: travel

Start: Thu 4/27/2017 10:30 AM
End: Thu 4/27/2017 11:00 AM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

Categories: Travel

(b)(6);(b)(7)(C)

Subject: travel

Start: Thu 4/27/2017 12:30 PM
End: Thu 4/27/2017 1:00 PM

Recurrence: (none)

Organizer: PROVOST, CARLA (USBP)

Categories: Travel

(b)(6);(b)(7)(C)

Subject: Travel to Washington Court Hotel
Location: Capital Hill

Start: Fri 4/7/2017 3:00 PM
End: Fri 4/7/2017 3:45 PM

Recurrence: (none)

Organizer: VITIELLO, RONALD D (USBP)

Categories: Blue Category

(b)(6);(b)(7)(C)

Subject: Update to FY 17 Priorities
Location: B2's office

Start: Fri 4/7/2017 7:00 AM
End: Fri 4/7/2017 7:30 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: PROVOST, CARLA (USBP); (b)(6);(b)(7)(C)

Optional Attendees: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: USBP PRD
Location: 4.4A Commissioner's Small Conference Room

Start: Tue 4/25/2017 12:30 PM
End: Tue 4/25/2017 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: CBP COMMISSIONER SCHEDULER
Required Attendees: VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); HUFFMAN, BENJAMINE C;
PATRICK S FLANAGAN (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) DCC10A-RMB-COMMISSIONER-CN-RM; ALLES, RANDOLPH D; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)

Attendees:
Commissioner
Deputy Commissioner
Chief Vitiello
Deputy Chief Provost
Chief Huffman
CoS Flanagan
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject:

(b) (6), (b) (7)(C)

Start:

Wed 4/19/2017 5:00 PM

End:

Wed 4/19/2017 5:30 PM

Recurrence:

(none)

Organizer:

PROVOST, CARLA (USBP)

Importance:

High

(b) (6), (b) (7)(C), (b) (7)(E)

(b)(6);(b)(7)(C)

Subject: Video Review

Location: SCIF Conference Room 7.4A

Start: Fri 4/21/2017 9:30 AM

End: Fri 4/21/2017 10:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: (b)(6);(b)(7)(C)

Required Attendees: USBP HQ Adjutants; LUCK, SCOTT A (USBP); CHAVEZ, GLORIA I; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP); (b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C

Optional Attendees: (b)(6);(b)(7)(C)

For B1 and B2 to review video of the arrest of (b) (6), (b) (7)(C)

I will be out of the office tomorrow, so I have asked (b)(6);(b)(7)(C) to help set up the video.

Thank you (b)(6);(b)(7)(C) for the assistance.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Wall IPT
Location: Commissioner's Large Conference Room

Start: Wed 4/12/2017 12:15 PM
End: Wed 4/12/2017 12:45 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: ALLES, RANDOLPH D

Required Attendees: BORKOWSKI, MARK S; CALVO, KARL H.; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) FLANAGAN, PATRICK S; (b)(6);(b)(7)(C) (b) (6), (b) (7)(C)
(b)(6);(b)(7)(C) KOLBE, KATHRYN; LOWRY,
KIM M.; (b)(6);(b)(7)(C) PROVOST, CARLA (USBP) (b)(6);(b)(7)(C)
(b) (6), (b) (7)(C) SMITH, FREDERICK B (OCC) (b) (6), (b) (7)(C)
CAINE, JEFFREY; DCC10A-RMB-COMMISSIONER-CN-RM; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) HUFFMAN, BENJAMINE C; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Please do not forward this invitation, all primary attendees that were provided have been included on this invite, if you are unable to attend and would like the alternate attendee included please let me know.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: Washington Homeland Security Roundtable
Location: Cosmos Club 2121 Massachusetts Ave

Start: Thu 4/27/2017 11:00 AM
End: Thu 4/27/2017 12:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: PROVOST, CARLA (USBP)

Required Attendees: (b)(6);(b)(7)(C)

Speak at WHSR for (b)(6);(b)(7)(C)

Subject: Workforce Retention

Location: Conference Room [REDACTED] - 6th Floor Ronald Reagan Building and International Trade Center
1300 Pennsylvania Ave NW, Washington, DC 20004

Start: Fri 4/28/2017 11:00 AM

End: Fri 4/28/2017 12:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: VITIELLO, RONALD D (USBP)

Required Attendees: [REDACTED] (b) (6), (b) (7)(C) [REDACTED] HOOVER, CRINLEY S;
PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) [REDACTED]
[REDACTED]



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(b)(6);(b)(7)(C)

From: (b) (6)
Sent: Monday, April 24, 2017 10:49 AM
To: (b)(6);(b)(7)(C)
Subject: RE: Meet up in San Antonio?

(b)(6);(b)(7)(C)

Per our conversation on Friday, we can make the 12-1pm time this Friday. Shall I send you and Chief Vitiello an Outlook invite?

Sincerely,
(b) (6)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, April 19, 2017 4:12 PM
To: (b) (6)
Subject: RE: Meet up in San Antonio?

(b) (6)

I also have 12pm – 1pm on April 26th or the 28th. I'm having to match up a few other schedules so it complicates it some.

Thanks

(b)(6);(b)(7)(C)
Operations Officer
Adjutant to the Chief
United States Border Patrol
Office: (b)(6);(b)(7)(C) Cell: (b)(6);(b)(7)(C)

From: (b) (6)
Sent: Wednesday, April 19, 2017 3:05 PM
To: (b)(6);(b)(7)(C)
Subject: RE: Meet up in San Antonio?

(b)(6);(b)(7)(C)

I will check schedules with a few colleagues who are super smart on employee retention. In case they cannot break free at that time, are there other options for next week?

Sincerely,
(b) (6)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, April 19, 2017 2:57 PM

To: (b) (6)

Subject: FW: Meet up in San Antonio?

Good Afternoon (b) (6)

Does 3pm – 4pm on Monday April 24th work for you?

Thanks

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Operations Officer

Adjutant to the Chief

United States Border Patrol

Office: (b)(6);(b)(7)(C) Cell: (b)(6);(b)(7)(C)

From: VITIELLO, RONALD D (USBP)

Sent: Wednesday, April 19, 2017 2:41 PM

To: (b) (6)

Cc: (b)(6);(b)(7)(C)

Subject: RE: Meet up in San Antonio?

Thanks Look forward to seeing it. I will try to have the Deputy Chief and our MRO leaders hear it also.

Ronald Donato Vitiello

Chief U.S. Border Patrol

Customs and Border Protection

(b)(6);(b)(7)(C)



From: (b) (6)

Sent: Wednesday, April 19, 2017 2:06 PM

To: VITIELLO, RONALD D (USBP) (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C)

Subject: RE: Meet up in San Antonio?

Chief,

Thank you again for meeting with me in San Antonio. I appreciated your candid perspective on the topics we discussed. As a follow-up, I have prepared for a briefing with you regarding ideas to improve workforce retention, especially while defending against the hiring mandate that ICE has.

(b)(6);(b)(7)(C)

It was great meeting you in San Antonio. If the Chief would like the briefing, let me know your preference for scheduling time on his busy calendar.

Sincerely,

(b) (6)

From: VITIELLO, RONALD D (USBP) (b)(6);(b)(7)(C)
Sent: Tuesday, April 11, 2017 3:04 PM
To: (b) (6)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Meet up in San Antonio?

(b) (6)

Happy to. I've copied (b)(6);(b)(7)(C) for coordinating something

From: (b) (6)
Sent: Tuesday, April 11, 2017 6:32:14 PM
To: VITIELLO, RONALD D (USBP)
Subject: Meet up in San Antonio?

Chief,

Do you have 15 minutes to meet while you are in San Antonio for the Border Security Expo? I'd like to hear your perspective on a few ideas to support USBP.

Sincerely,

(b) (6)

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v.E.1